



TERMS OF REFERENCE FOR PROGRAMME EVALUATION

SAARC Gender Info Base Programme of SAARC-UNIFEM, South Asia Regional Office

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TERMS OF REFERENCE

1. Title – Programme Evaluation of Regional SAARC Gender Info Base (SGIB) Programme of UNIFEM, South Asia Regional Office

Programme Title	Regional SAARC Gender Info Base (SGIB) Programme	
Executing Agency/ies	SAARC	
Programme Countries	SAARC Countries – Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka	
UNIFEM-SAARC MoU	2001-Dec 2007; MoU renewed from Dec 2007 to 2010, Renewable	
Programme Duration	Phase 1 - 2005-Dec 2007 Phase 2 (Ongoing)	
Programme Budget (USD)	Source: CORE	Amount : 902, 126 USD

2. Background, purpose and use of the evaluation

2.1. Background to this evaluation

UNIFEM's Evaluation Policy lays the criteria for evaluating programmes, according to which, a programme of the size of SGIB need not mandatorily be evaluated. However, given the strategic importance of the initiative, the Joint SAARC-UNIFEM Fourth Review Meeting on SGIB (New Delhi – 5-7 April 2010) recommended that since the programme had completed 5 years since its inception, an independent programme evaluation be conducted to provide a factual assessment of how far the programme has progressed in achieving its expected results. As per UNIFEM terminology, any assessment of progress of programme towards its objectives done any time during the life of the programme is termed as an evaluation.

SAARC and UNIFEM have therefore agreed to commission an independent evaluation of the Regional SGIB Programme. This will be a forward looking evaluation that will, in addition to undertaking a comprehensive review of the progress made, focus on providing strategic direction to the SGIB programme in the coming years.

2.2. Objectives of the Evaluation

A programme evaluation serves as an agent of change by providing a comprehensive overall assessment of the programme. In this spirit, this Evaluation is intended to provide an objective and independent assessment of programme implementation and its achievements, including extracting lessons learned to guide future programme efforts.

The objectives of this evaluation are therefore as follows:

- Assess progress towards achievement of planned objectives and outcomes, and generation of regional benefits
- Assess the impact of the programme in terms of sustained achievements
- Critically assess programme management and quality assurance, administrative and technical strategies, issues and constraints associated with this regional and multi-partner (SAARC, UNIFEM, Member States) initiative
- Identify and document lessons learned, and assess quality of the regional processes and outputs delivered
- Submit recommendations to SAARC and partners regarding specific strategies and approaches that might be taken to improve programme implementation and sustainability of results, including recommendations about integration within national data systems; and future strategies for the Programme.
- Identify the constraints, challenges and opportunities in programme design and implementation

2.3. Linkages of evaluation with UNIFEM's priorities at global, regional and national levels

The evaluation contributes to the following major objectives (among others) of UNIFEM's Global Programme and its South Asia Strategic Results Framework:

Outcome 1 of UNIFEM Evaluation Policy

Key UNIFEM stakeholders (national, non-governmental and regional inter-governmental partners; UN organizations; bilateral donors; women's groups/networks; UNIFEM programmes and staff) use learning and knowledge generated from UNIFEM-supported evaluation findings to improve and upscale their work on gender equality and women's human rights

Outcome Indicator - Number of applied evaluation research initiatives on gender equality and women's empowerment supported by UNIFEM that generate new knowledge.

Outcome 7 - UNIFEM's Global Development Results Framework/ and South Asia Sub-Regional Strategy

Key policy, service delivery and media institutions create enabling institutional environments to promote and protect women's human rights in line with global, regional and national agreements.

Outcome Indicator - Availability of sex-disaggregated data and statistics

2.4. Use of the evaluation

The recommendations of this Evaluation will guide implementation of the current programme phase as well as the design of the subsequent programme phases, if the evaluation recommends continuation. It will thus reinforce UNIFEM's emphasis on using evaluations for generating knowledge to critically inform the work of various stakeholders (listed in section 4.9 below), as outlined in UNIFEM's Evaluation Strategy.

For enhancing usage of the evaluation, UNIFEM South Asia SRO - in close association with SAARC Secretariat and the SGIB Programme in UNIFEM Nepal - will plan a detailed dissemination strategy including a workshop and a readership survey to assess the use of this important evaluation, especially in the SAARC countries.

2.5. Major Users of the Evaluation

The final evaluation report is expected to be of interest to the following stakeholders:

- SAARC Secretariat, SAARC Member States (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka)
- Multilateral agencies working on women's empowerment and gender equality
- Regional Intergovernmental Institutions
- Bilateral Agencies / donors,, etc.
- Global, regional, and national research agencies, academic institutions and research scholars working on gender equality and women's empowerment
- Civil society institutions/organizations
- Citizen's groups and Women's rights and gender equality advocates
- UNIFEM Headquarters, Regional Office and Country Programme Offices in South Asia and beyond.

3. Context of the programme

Global forums that monitor progress on women's empowerment and gender equality – e.g. the Beijing Platform for Action (BPfA) and the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) – have repeatedly pointed out the critical gaps in credible evidence and data to establish and track progress in this area.

In South Asia, SAARC and UNIFEM have responded to this need by signing an MoU in December 2001, a critical component of which was developing a SAARC Gender Database on "Tracking Progress towards Gender Equality in the South Asia Region". The MoU was renewed on December 2007 on mutual interest for another six years, and the SGIB initiative continues to remain the main area of focus of the SAARC-UNIFEM partnership.

For further details of the context, please see Annex 1.

4. Details of the SGIB programme

SAARC Gender Info Base (SGIB) is a South Asian repository of qualitative and quantitative data and information on gender related issues and women empowerment. This regional effort crosses the conventional parameters of statistical data gathering exercises and aims at creating a comprehensive single pool of data/information on gender issues in different formats, including multimedia, making it a One Stop Gender Data Shop.

4.1. Genesis

At the Tenth SAARC Summit held in Colombo in July 1998, Heads of States of Governments of South Asia endorsed the need for a gender disaggregated data-base on the basis of data provided by Member States to trigger or catalyze the formulation of national and regional policies and programmes in respect of women and the girl child. The Bhutan Forward Moving Strategy, 2003, also echoed the need for having adequate mechanisms and tools to monitor progress of women including the need for sex-disaggregated data according to region specific indicators.

UNIFEM South Asia responded to this opportunity by signing an MoU with SAARC in December 2001. The development of a SAARC Gender Database on "Tracking Progress towards Gender Equality in the South Asia Region" was a crucial component of the MoU. The MoU was renewed on December 2007 on mutual interest for another six years, and the SGIB initiative continues to remain the main area of focus of the SAARC-UNIFEM partnership.

4.2. Key objectives of the programme

1. Develop a regional resource knowledge base by collecting, processing and analyzing agreed set of gender-related information in the region;
2. Enable advocacy with national governments and international agencies for introducing a gender perspective in governance and bringing about greater gender equality, equity and sustainable development;
3. Catalyze gender mainstreaming in the region by enabling, informing, and influencing governments to develop appropriate and gender sensitive policies, programmes and plans using the vast reservoir of gender related information;
4. Facilitate drafting of a South Asia Regional Plan of Action to promote gender equality, peace and development and end gender discrimination; and
5. Promote regional learning and provide a forum for dialogue on gender equality and the empowerment of women in the SAARC region.

4.3. Launch of SGIB

On 17 January 2008, His Excellency Lyonpo Chenkyab Dorji, Secretary General of SAARC, launched SAARC Gender Info Base at the Inaugural Session of "Sixth Biennial Conference on Commemorating Beijing" in New Delhi jointly organized by the government of India and UNIFEM, in the presence of Her Excellency Smt. Pratibha Patil, President of India and Ministers and Heads of Delegations of the SAARC Member States.

4.4. Major Milestones

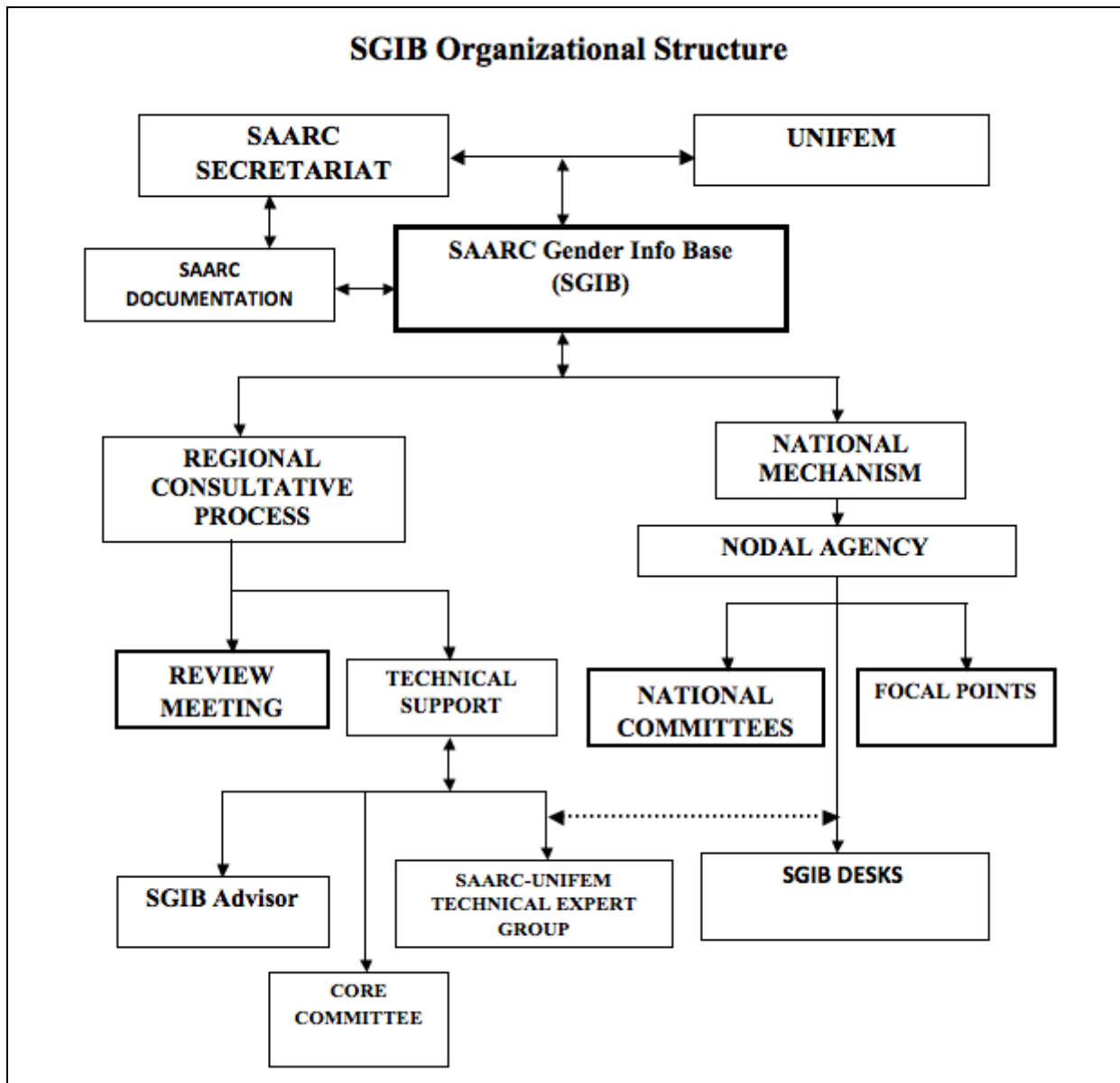
As per SAARC practice, SGIB was developed through a regional consultative process which enabled institution of important regional and national level mechanisms to ensure full ownership and sustainability of the initiative. The various consultative processes that led to the evolution of SGIB from a simple concept on paper to an initiative with potential to become a platform for knowledge and intelligence on gender related issues in the South Asia region are listed in Annex 2.

4.5. Major areas of focus

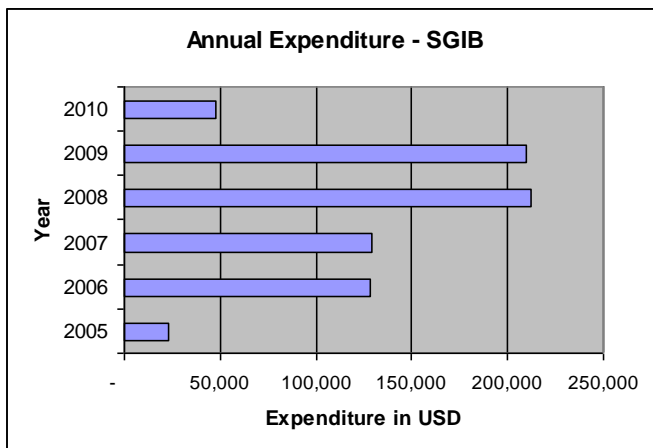
The following thematic areas were identified as focus areas for the SGIB Programme from among a number of thematic areas identified during the Expert Group Meeting in November 2005 and later endorsed during the First Review Meeting in August 2006:

- Feminization of Poverty,
- Women's Health (including HIV/AIDS), and
- Violence against women (especially Trafficking in women and children)

4.6. Institutional Arrangements of SGIB



4.8. Programme Budget



Annual Expenditure – 2006-2010

Year	Expense
2005	22,997
2006	128,658
2007	128,747
2008	212,395
2009	209,329
2010	200,000 *
Total	902,126

* Budgeted

4.9. Key Stakeholders of the Programme

From the point of view of the design and implementation of the programme, the key stakeholders of the Programme are:

- SAARC and its relevant mechanisms
- SAARC member states – Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka
- Ministries and other agencies such as Population Census Office in these nations designated as Nodal Agencies for the SGIB Programme and member agencies/organizations represented in the SGIB National Committees
- Other government ministries and research agencies that generate or use information, data and statistics related to gender empowerment
- Staff of UNIFEM South Asia Sub Regional Office, New Delhi
- Staff of UNIFEM Country Offices in Afghanistan, Bangladesh, India, Nepal, Pakistan and relevant nodal agencies in Bhutan and Maldives
- Research agencies and scholars who generate and use information, data and statistics related to gender empowerment for various purposes.
- Women's groups, civil society groups, NGOs and other Gender Equality Advocates.
- Other key partners at Regional, National and sub-national levels such as Other UN agencies, State/ provincial/ local governments, etc..

For a list of key stakeholders that the evaluation MUST cover, please see Annex 3.

4.10. Programme strategy

The programme has adopted a process oriented participatory approach and has supported capacity development of Member States for setting up and sustaining the data/ information base. The programme also promotes peer learning from regional practices and collective pro-action.

4.11. Women's rights supported and capacities to be enhanced

In line with the three thematic areas of the SGIB, the programme will besides other objectives support collection of qualitative and quantitative information and data on feminization of poverty, ending violence against women (esp. trafficking) and health issues including HIV/AIDS. The programme at this stage is focused on enhancing the capacity of the duty bearers as indicated in 4.9 above.

4.12. The programme logic or theory of change

The programme logic is to have a regional repository of qualitative and quantitative data and information that would guide national and regional policy and programming for promoting women's empowerment and gender equality and thereby supporting policy reform and catalyzing research and action to bring about positive changes in the lives of women and girls in the SAARC Region.

4.13. Programme outcome and output

Outcome – Evidence for strengthening national and regional policies and programmes on gender equality and empowerment of women made available and utilized by member states.

Output – Web-based qualitative / quantitative data and information made available at a regional level.

4.14. Geographical scope and timeframe of the programme

Geographical scope – for data and information focused on eight SAARC countries with global access (at varied levels of access).

Time frame - Continuous updating and uploading of qualitative and quantitative data/information

4.15. Links to other national partners and UN agencies

National Nodal Agencies have initiated alliances with UN agencies and other national partners in SGIB activities. SGIB is a commitment of the national governments as Member States of SAARC, therefore all work related to data/information on gender equality and women's empowerment within the country, is directly linked to SGIB activity.

5. Scope of this Evaluation

5.1. Reference Period for the evaluation

The evaluation will cover the timeframe 2004–2010, that is, from the preparatory period, through the implementation to the current phase. However, it will be forward looking in terms of suggestions for the programme for future stages.

5.2. Geographical Coverage for the evaluation

The evaluation will cover the eight Member States of SAARC and their gender information and data systems. However, the evaluation team is also expected to review good practices on gender data/information sharing mechanisms¹ in other countries.

5.3. Thematic Coverage of the evaluation

The progress and achievements of the SGIB programme will be tested against following standard evaluation criteria:

- (i) **Relevance** – the extent to which the programme meets current regional and national development priorities and organizational policies, including changes over time.
- (ii) **Effectiveness** – the extent to which stated objectives have been likely to be achieved.
- (iii) **Efficiency** – the efficiency of project management and resource use
- (iv) **Results** – the positive and negative, and foreseen and unforeseen, changes to and effects produced by the development intervention. Results include direct programme outputs, short- to medium term outcomes, and longer-term impact, replication effects and other, local effects.
- (v) **Sustainability** – the likelihood of the intervention to continue to deliver benefits for an extended period of time after completion. The Programme need to be financially and socially sustainable.

The above broad themes are detailed in the context of the SGIB programme in Annex 4.

The evaluation team is expected to develop an evaluation framework that will outline the areas of enquiry, the evaluation questions and sub-questions, and the methodologies to be used for data collection and analysis on these questions during the evaluation. A draft evaluation framework will be part of the initial proposal submitted by the consultants, but the evaluation framework will be finalized only in consultation with SAARC and UNIFEM at the Inception Workshop.

5.4. Time available for Evaluation

The Evaluation team is expected to submit the draft Evaluation Report within 60 days from date of signing the contract. Given the short time frame, the Evaluation team is advised to plan the evaluation process meticulously to meet the deadlines.

6. Evaluation questions

Research questions that the Evaluation is expected to answer will revolve around the themes listed in section 5.3 above. The detailed list of research questions for the evaluation are given in Annex 4.

7. Existing information sources

The existing information sources for the evaluation consist of records maintained by UNIFEM, a list of which is given in Annex 5.

¹ Examples – EU's Website on Gender Statistics - <http://www.unecce.org/stats/gender/> ; Gender Statistics website of Govt. of Phillipines - <http://www.census.gov.ph/data/specialevents/cedaw2009/factsheet.html> ; Gender Information Website – Govt. of Japan - http://www.gender.go.jp/english_contents/index.html ; etc.

8. The Evaluation Approach, Process and Methods to be followed

The Evaluation Team will outline a detailed approach to the evaluation that is results-based with a gender equality perspective. The approach should also include the participation of key stakeholders at relevant points during the process. The evaluation approach will combine both quantitative and qualitative methods. It is suggested that the evaluation be conducted using the following broad approach:

- a. Comprehensive Desk Research
- b. In-Depth Study
- c. Validation

The broad contours of the Evaluation approach, as per UNIFEM's norms, are outlined in Annex 6. Based on this broad outline, agencies responding to the Request for Proposal are expected to provide the specific Evaluation Approach they will follow for this evaluation in their Proposals. This will be finalised in discussion between the Advisory Committee for this evaluation (containing SAARC Secretariat, UNIFEM SA SRO and UNIFEM Nepal) and the agency selected for the same.

9. Stakeholder Participation

Table below presents a brief analysis of the role of various stakeholders in the Evaluation

Stakeholder	Role in Evaluation
SAARC and its relevant regional and national divisions and officers in the Member States - Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka	SAARC- Overview of the Evaluation Process as part of the Advisory Committee for the Evaluation, along with UNIFEM SARO. Assess relevance of the programme, current bottlenecks, if any, and suggestions for enhancing strategic of the programme and streamlining implementation. Assess relevance and usefulness of the programme, express specific country level needs from the Info Base, share recent initiatives on Gender information and data.
Other government ministries and research agencies that generate or use information, data and statistics related to gender empowerment	Assess how useful the data is and the constraints and opportunities in the area of Gender information and data generation and use.
SGIB Programme Management Team, Staff of UNIFEM HQ and South Asia Sub Regional Office, New Delhi	Overview of Evaluation process and methodology, and facilitation of information availability for the Evaluation Team.
Staff of UNIFEM Country Offices in Afghanistan, Bangladesh, India, Nepal, Pakistan and relevant nodal agencies in Bhutan and Maldives	Facilitation of information availability for the Evaluation Team at country level, sharing experiences in managing the programme.
Independent research agencies and scholars who generate and use information, data and statistics related to gender empowerment for various purposes.	Assess how useful the data is and the constraints and opportunities in accessing and using the Gender information and data provided by SGIB. Also identify gaps in the current data structures.
Women's groups, civil society groups, NGOs and other Gender Equality Advocates in the SAARC countries and worldwide.	Assess how useful the initiative is and the constraints and opportunities in accessing and using the Gender information and data provided by SGIB.
Other key partners at Regional, National and sub-national levels such as Other UN agencies, State/ provincial/ local governments, etc.	Assess how useful the data is and the constraints and opportunities in accessing and using the Gender information and data provided by SGIB. Constraints and opportunities in the area of Gender information and data generation and use from angle of these key partners. An overview of work done by other agencies, and how this fits into what SGIB is doing.

10. Products expected from the Evaluation

The following deliverables are expected as a result of the evaluation.

10.1. Deliverable 1 - Inception Report

The Inception Report will detail the preliminary approach to the study, study tools to be used and the evaluation framework. The Inception report will be used to confirm a common understanding of the purpose, objectives, scope, timescales, and methodology for the evaluation between the evaluation team and the Advisory Committee for the evaluation. It will include:

- Overview of the evaluation purpose and objectives
- Team - Roles and Responsibilities
- Evaluation Framework and Methodology
- Information Collection and Analysis
- Work Scheduling – including Reporting timelines

10.2. Deliverable 2 - Two Power Point presentations

At the time of the Inception Report, the team will present a Power Point detailing the salient features of the evaluation, which the team will be sharing with key stakeholders during the evaluation.

The second Power Point is expected from the team during the presentation of the Draft Final Report at the end of the Evaluation Period.

10.3. Deliverable 3 - Draft Final Report

At the end of Week 6, the team leader will submit the draft evaluation report to UNIFEM and SAARC in the structure specified in section 10.4. below. The outline and main finding of the evaluation mission should be completed and handed to UNIFEM during the final de-briefing session. UNIFEM will ensure that as soon as the report is received, it is shared with SAARC and other members of the Advisory Committee.

10.4. Deliverable 4 - Final Evaluation Report

Based on the spoken and written comments of the stakeholders during the de-briefing and subsequently, the team will finalize and submit the final version of the report to UNIFEM, New Delhi within ten days of receipt of comments.

The length of the report should not exceed 50 pages, excluding Annexes. 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 evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives
- Detailed future strategy for the programme

In the Final Report, the Mission is expected to 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.

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

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

10.5. Deliverable 5 - Good Practices Document

The team is also expected to submit a separate document on good practices and learnings gleaned during the evaluation, which emphasize the conclusions drawn in the Final Report.

This document should include at least 5 case studies from SAARC countries on constraints and opportunities in using SGIB - for research, programming, communication and advocacy purposes.

11. The Evaluation Team

11.1. Team Composition

As per SAARC norms only firms registered within SAARC member countries (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka) are eligible for applying for the proposal. The members of the Evaluation Team should also be nationals of SAARC Member States. The team will also mandatorily include one nominee from SAARC Member States, selected through SAARC process and co-opted into the team.

The evaluation team will be comprised of regional and local consultants with diverse backgrounds and with a proper gender balance and will ideally contain a mix of consultants from various SAARC countries. It is anticipated that the team will be led by an international consultant from within SAARC region, along with a South Asia Expert and Women's Movement representative consultant.

The time period for the evaluation is fairly limited therefore the team must be equipped to undertake multiple tasks simultaneously. Consultants must have a mix of relevant experience linked to gender, online information/ data/ statistical systems, experience in leading evaluations, regional and cross-regional experience – especially of how SAARC and government agencies work, knowledge of evaluation methodology (especially in the UN) and/or Civil Society experience. The team members should also have experience of working cross-culturally in development and/or humanitarian action. Additionally, the evaluation team should be familiar with, and use, the results based monitoring approach of UNIFEM.

The evaluation team will be facilitated by SGIB Programme, UNIFEM and national Focal Points/ SGIB desk for the evaluation process.

11.2. Team Responsibilities

The Evaluation Team will be responsible for:

- i. Further developing and agreeing the final TOR and methodology;
- ii. Implementing the Evaluation with adequate attention to building ownership of common analysis and recommendations;
- iii. Developing and testing data collection tools, including questionnaires, interview questions and focus group protocols;

- iv. Developing any databases needed for processing quantitative and qualitative data;
- v. Systematic evaluation data collection and data processing;
- vi. Design and facilitation of required workshops or meetings;
- vii. Preparation and delivery of draft and final reports and presentations;
- viii. Completing the evaluation on time and within budget;

11.3. Expected Experience of Team

As a whole, the Evaluation team must offer the following demonstrated experience, knowledge and competencies:

- Significant knowledge and experience of evaluation concepts and approaches;
- Good knowledge of the SAARC, UN system, national programmes, information/ data/ statistical systems, etc.
- Recent experience of how Civil Society works and concerns in gender empowerment in Programme geographical area;
- Updated experience with gender equality issues and knowledge of mainstreaming gender into policies/programming/development; knowledge of gender related strategies of government, non-government agencies;
- Sound understanding of human rights based approaches;
- Facilitation skills, particularly design of stakeholder consultations exercises;
- Strong quantitative and qualitative data collection and analysis skills;
- Excellent analytical skills and communication skills;
- Demonstrated writing skills in English;
- Computer literacy with specific regard to Word, Excel and Power Point;
- The evaluating team should be well versed in at least a few of the local languages of the SAARC countries.
- An understanding of local culture of SAARC is a must.

The Team leader must have demonstrated capacity in evaluation and strategy development, especially related to gender equality and women's empowerment focusing on gender statistics and gender mainstreaming in data/information base. Ideally the team leader will be a known leader in the field. The team leader should have:

- Minimum fifteen years working experience in international development and very good understanding and experience of the UN system;
- Experience in conducting and leading corporate/organizational evaluation;
- Experience in assessing institutional capacities on gender;
- Sound knowledge of and/or experience with mainstreaming gender to policies/programming/development, and human rights based approaches;
- Sound knowledge and past experience of working on online gender information, data and statistical systems.
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing skills in English;
- Computer literacy with specific regard to Word, Excel and Power Point;
- At least a post-graduate degree in social sciences or international development.
- The team leader must be well versed in the culture of SAARC countries and in some of the national languages of SAARC countries.
- Experience of facilitating workshops for initiating evaluation and for sharing evaluation findings.

The team members should have at least ten years (for mid-level consultants) and five years (for junior consultants) experience in development, with specialisation in gender, social development, women's rights and international human rights instruments, and gender information, data and statistical systems. Evidence of the above experience of the team in conducting similar evaluations will need to be submitted by the team, in addition to their latest CVs.

12. Management of the Evaluation

12.1. Selection of the Evaluation Team and oversight of the Evaluation Process

As specified earlier, as per SAARC norms, only firms and nationals of SAARC member countries are eligible for sending proposals or for being a part of the Evaluation Team.

To manage the evaluation, an Advisory Committee will be formed comprising of representatives from SAARC Secretariat, UNIFEM SARO and SGIB Programme Management team for the duration of the Evaluation process, which will be responsible for the following:

1. The Advisory Committee will approve the Terms of Reference for the Evaluation.
2. In response to the Request For Proposals for the evaluation that will be advertised by UNIFEM, the technical proposals for the evaluation will be received by UNIFEM. The Advisory Committee will meet at SAARC Secretariat and be responsible for reviewing and analyzing the proposals received as well as for the final selection of the Evaluation Team. For this, the Advisory Committee shall attend presentations and conduct final interviews of the shortlisted evaluation teams. Additionally, SAARC Secretariat will keep the Advisory Committee informed about the process followed for selection of the SAARC-nominated member to be co-opted into the Evaluation team. The final decision on selection of this SAARC nominee into the evaluation team will rest with the SAARC Secretary General.
2. The Advisory Committee shall provide technical overview and approval of evaluation design and processes, including suggesting any adjustments to TORs.
3. The Advisory Committee shall review and approve the draft and final deliverables from the Evaluation Team.
4. The Advisory Committee shall approve the final report.
5. The Advisory Committee shall decide on a post-evaluation dissemination strategy for the Evaluation Report.

12.2. Evaluation schedule

The total duration of the review and the finalization of report is 60 days, including the visits to programme sites and interaction with the implementing agencies and other stakeholders. The Evaluation team shall finalize the exact schedule of the various stages of the Evaluation in consultation with UNIFEM. At the end of 6 weeks, the team leader will submit and present, for comments, his/her draft report to a meeting consisted of UNIFEM and other stakeholders, and other stakeholders. After incorporating the comments, the team leader will submit the final report to the Advisory Committee (consisting of SAARC Secretariat, UNIFEM, New Delhi and SGIB Programme Unit) (in hard and electronic copies).

The suggested schedule for the Evaluation is as follows:

Activities	Deliverables	Milestones
Identification and contracting of evaluation team by Advisory Committee consisting of SAARC Secretariat, UNIFEM SARO, SGIB Programme Staff and selected experts.		Week 0
Initial desk review by evaluation team Detailed evaluation planning - consultations with SGIB Programme Unit and M & E Specialist as basis for the inception report Preparing for and organizing the Inception Workshop	Inception Workshop – presentation of following by Evaluation Team: <ul style="list-style-type: none"> • Evaluation Framework • Powerpoint presentation on salient features of the evaluation that will be shared with key stakeholders 	End of Week 1
	Inception Report (not more than 20 pages) containing: <ul style="list-style-type: none"> • Overview of the evaluation purpose and objectives • Team - Roles and Responsibilities • Evaluation Framework and Methodology • Information Collection and Analysis • Work Scheduling – including Reporting timelines 	End of Week 1
Initial workshop with major stakeholders of the programme	<ul style="list-style-type: none"> • Finalised approach to the evaluation • Prioritised distribution of time for field work and desk research among the team and stakeholders 	Week 2
Data collection: additional desk review, field	Power Point presentation on preliminary findings,	Week 2 to 5

Activities	Deliverables	Milestones
visits to all SAARC Member States , etc. Debriefing with SGIB programme management, SAARC Secretariat, UNIFEM Nepal and UNIFEM SARO staff	lessons learned, and recommendations	
Preparation and presentation of preliminary findings and recommendations to by Advisory Committee	Power Point presentation on preliminary findings, lessons learned, and recommendations	Week 6
Drafting of Evaluation report	Draft Evaluation report highlighting key evaluation findings and conclusions, lessons and recommendations in the prescribed format.	End of Week 6
Workshop to share initial findings of the evaluation with key stakeholders and UNIFEM Programme and Evaluation staff	<ul style="list-style-type: none"> • Powerpoint capturing the initial findings • Draft recommendations that are sharp enough to be used for programming 	Beginning Week 7
Written review of Evaluation Report by Advisory Committee	Written feedback to the evaluation team	Week 7
Final Report – incorporating comments from UNIFEM and other key stakeholders	Final evaluation report	Week 8
Best Practices Document – Separate document on best practices and learnings gleaned during the evaluation, and emphasising / reinforcing the conclusions drawn in the Final Report.	Best Practices Document	Week 8

12.3. Mode of payment

The payment for the consultants selected through the competitive process will be as per approved budget. 50% of the payment will be made on signing of the contract agreement, 40% on submission and acceptance of the first draft report and the rest of 10% will be made after delivery of all products.

13. Ethical code of conduct

Please see Annex 7 for UNEG Guidelines for Ethical Code of Conduct by the Evaluation Team.

14. List of Annexes attached with this document

- Annex 1 : Context of the SGIB Programme
- Annex 2 : Major Milestones in the Consultative process followed for evolution of SGIB
- Annex 4 : Suggested Evaluation Questions
- Annex 5 : Existing information sources on SGIB Programme
- Annex 6 : Suggested Evaluation Process
- Annex 7 : Ethical Code of Conduct for UN Evaluators

15. Other Annexes (To be handed over after selection of consultant)

Annex 3 : List of Individuals/ Agencies that Evaluation Team MUST meet

A. Relevant Programme Documents

1. Programme Document
2. Minutes of SGIB Technical Committee meetings.
3. Quarterly Progress Reports, Annual Reports, etc.
4. Reports of SGIB Regional Meetings

B. Evaluation Guidelines

The following documents are an essential part of the TORs and are to be handed to the evaluators, once selected:

1. The Evaluation Policy of UNIFEM
2. Norms for Evaluation in the UN System
3. Standards for Evaluation in the UN System
4. UNIFEM RBM manual

