Terms of Reference
Evaluation of Sub Regional Strategy Capacity Development Activities:
South-South Exchange Visits, Trainings and Participation on International For a
Deadline for submitting Proposals: 21 November 2010

The United Nations Development Fund for Women (now part of the UN Women) for Southern Africa (UNIFEM SARO) is the women's fund that promotes women's empowerment and gender equality through financial and technical assistance to innovative programmes and strategies.

In response to the UNIFEM's Strategic Plan (2008-2013) commitments to strengthen its evaluation function and to ensure its utility, credibility, independence and alignment with United Nations Evaluation Group's (UNEG) Norms and Standards and in accordance with UNIFEM Evaluation Policy and Strategy (2008-2011), UNIFEM SARO developed its Biannual Evaluation Plan (2010-2011). The decentralized evaluation plan was developed with the support of UNIFEM Evaluation Unit and provides a list of evaluations to be commissioned and managed by UNIFEM SARO and contains relevant information regarding the planned evaluations such as the theme, planned date, stakeholders of the evaluation etc. The Office is now seeking the services of an organization to carry out one of the planned evaluations, namely the evaluation of capacity development activities.

1. BACKGROUND, PURPOSE AND USE OF THE EVALUATION

The goal of UNIFEM Strategic Plan is to implement national commitments to achieve gender equality and women's empowerment. To achieve this goal it is implicit the existence of specific individual competencies and collective capabilities that need to be in place or need to be developed in order to bring about the desired changes. Since the beginning of implementation of its Strategic Plan (2008-2011), UNIFEM SARO has been supporting gender experts, women's rights activists, partners and stakeholders in order to address capacity gaps and to equip them with information, knowledge and skills on how effectively improve planning and programming processes to better advocate for and respond to gender equality and women's rights. This support has been provided based on the UNIFEM Capacity Development Strategy[1], through the following approaches which have been implemented across the four different programmatic areas[2]:

- South-South Exchange Visits
- Trainings
- Support to individuals to participate in International Fora
- Convening and mobilization of networks for advocacy and change.

In this context, lessons learned from the 2007 Evaluation of the UNIFEM's Multi-Year Funding Framework (MYFF) showed that "While UNIFEM is successful in supporting capacity development of its partners, it has not (yet) systematized its specific experiences into an explicit theory or generic concept of capacity development"(pag. 15).

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1 UNIFEM adopts the term "capacity" in relation to Individual Competencies, Collective Capabilities and System Capacity (UNIFEM Framework and Guidance Note for Capacity Development, August 2009).

. 2 Governance, Peace and Security, Economic Security and Rights, HIV and AIDS and Violence Against Women.

Considering the resources allocated since 2008, UNIFEM SARO seeks to undertake the evaluation of the above mentioned capacity development approaches in order to generate evidence on how and to what extent these capacity development interventions *that UNIFEM makes available to support organizations and gender experts are used* at national and regional levels.

The evaluation will be managed by SARO and its outcome will inform on the efficacy and the results generated by SARO capacity development activities providing feedback and information to internal decision making processes related to programming. The decision of carrying out the evaluation was based on the fact that UNIFEM has recently begun to address the question of how changes to partners' capacity can be identified and tracked over time. The effects of changes on partner's overall (institutional/system) capacity will rarely be visible immediately, but will only emerge and become traceable after some time[3]. In addition and as stated above, capacity development has been implemented through out the Sub Regional Strategy thematic areas which are specified in the below table.

2. CONTEXT OF THE INTERVENTION

As previously stated, capacity development is a strategy used throughout UNIFEM SARO Sub Regional Strategy 4 thematic areas: Governance, Peace and Security, Economic Security and Rights, HIV and AIDS and Violence Against Women. Each has its own capacity development interventions linked to its project objectives. For instance: as an attempt to mainstream gender across Zimbabwean government and to enable implementation of Zimbabwean Gender Ministry's strategy, a south-south exchange visit was carried out to South Africa. Another example is the participation of gender advocates in international fora (Commission on the Status of Women, International Women's Day, Beijing +15, etc) with UNIFEM's support to improve the capacities of organizations to implement or monitor international frameworks after acquiring knowledge. In regards to institutional capacity, UNIFEM has provided to partners Evaluation and Financial Management training to respond to gaps identified by stakeholders. The following are the capacity development interventions that might be considered in the evaluation:

Project /Thematic area	SRS outcomes	SRS outputs	Type of Intervention	Rationale	Geographical Scope and timeframe
TRAININGS					
63095 – Economic and Security Rights	6	6.1	Training on Financial Management	Building capacity through financial management is a key way of achieving a more effective organization thereby leading to improved programme of activities. With strong financial management capacity, the NGOs become more able to control their own affairs. The women's movement is perceived as weak in the region hence the importance of training on financial management to strengthen accountability of development agency funds.	Southern Africa from the 15th to 18 February 2010.
63092 – Governance, Peace and	DRF 52	5.2	Training on Gender Responsive	The gender focal point of the Department of Social Development of the	South Africa - Italy

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3 According to the UNIFEM Framework and Guidance Note for Capacity Development (August 2009): *identify whether and, if so, in what ways capacity development in a broader sense has taken place requires tracking changes over longer periods of time and across the boundaries of individual projects/programmes. While UNIFEM offices will not be able to do such long termtracking with each of its many partners it may be possible to document longer term changes in relation to some key/exemplary partners (…). In order for it to be relevant, such long term tracking is dependent on the interest and collaboration of the respective partner(s) (Ortiz and Taylor, 2008)*

Security			Budgets (GRB)	Government of South Africa was funded to participate on GRB training in Italy. The objective of this support is enhancing knowledge among government officials and women activists, who will revert knowledge, upon return, within their organizations/institutions with a view to pave the path towards gender equality.	
63098 Management Results Framework	MRF1	MRF1.4	Evaluation Training	Promote a common understanding of what gender equality and human rights responsive evaluation encompasses; Contribute to the knowledge and skills to plan, manage and use human rights and gender equality responsive evaluation well in UNIFEM; Connect evaluation knowledge and skills to the design and ongoing monitoring of results based UNIFEM programmes and projects	Southern Africa from the 14th to 17th July 2009.
South-to-South exchange visits					
63095 – Economic and Security Rights	DRF 63	6.3	GRB study visit to Ecuador	A Zambian delegation composed by government and civil society representatives traveled to Ecuador for a study visit on Gender Responsive Budgeting, in coordination with UNIFEM Ecuador.	Zambia – Ecuador 16 to 20 November 2009
61917 – Women's and Gender Empowerment (Gender Joint Programme)	DRF82	8.2	Study tour to Italy	Representatives from Mozambican NGOs and Women's Ministry VAW focal point to get exposed to the best practice on integrated services to victims of violence, and get new ideas about how to provide their services in the best way to women in Mozambique.	Mozambique - Italy
61917 – Women's and Gender Empowerment (Gender Joint Programme)	DRF82	8.2	Study tour to Brazil	NGO HOPEM was expected to share experiences with PROMUNDO about men´s participation in fighting violence against women. PROMUNDO is a Brazilian NGO internationally recognized for its men to	Mozambique - Brazil

				men approach in promoting gender equality[4]. Representatives from the organizations HOPEM visited the facilities and observed the activities of PROMUNDO. UNIFEM will also take advantage of this study tour to foster a partnership towards development of a Men to Men campaign against VAW which is part of the Gender Joint Programme.	
Participation on International Fora					
12537	MRF 41	4.1	HIV Conference Vienna	Gender expert from Zimbabwe was supported to participate at the International Conference on HIV & AIDS in Vienna.	Zimbabwe-Vienna
63092	DRF 52	5.2	Beijing+15 Conference Banjul, Gambia.	Gender Links and UNIFEM SARO Programme Specialist participated at the Beijing + 15 related to the Africa UNiTE Campaign to End Violence Against Women	Southern Africa participants participated
63092 – Governance, Peace and Security	DRF52	5.2	Commission on the Status of Women March 2010	Gender Secretariat – Ministry of Health and Social Security of Seychelles participants and UNIFEM Zimbabwe were supported to participate at CSW to accompan the Zimbabwe ministerial delegation, Minister of Women Affairs Gender and Community Development and Minister in the Organ for National Healing and Reconciliation. They also participated in panel contributions which were presented by GSP grantees (WAG, ZWLA, WCoZ and ZWAAPV) in the context of the Gender Support Programme)	Seychelles and Zimbabwe
			Gender is my Agenda (GMAT) July 2010	UNIFEM SRO supported 3 Zimbabweans participants AU Summit side event – Gender is My Agenda where they presented the Zimbabwe narrative on building Peace and solidarity for Zimbabwe women.	Zimbawe

3. SCOPE OF THE EVALUATION

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[4] Please find more information on www.**promundo.org.br**

The UNIFEM SARO capacity development strategy evaluation will cover the interventions made in the sub region since 2008 (when the Sub Regional Strategy was created) related to the SRS 4 thematic areas. It includes activities funded by the cost-shared projects. Considering the evaluation focus, it is expected from the external evaluation team to undertake the assignment within 4 months. The evaluation should explore the 3 different capacity development types of interventions (south-to-south exchange visits, participation on international fora and trainings) across SRS thematic areas. This assignment will exclude the creation of networks which are being evaluated separately. The networks evaluation will be an important source of data and will inform the analysis of this capacity development evaluation.

4. EVALUATION QUESTIONS

Aiming to generate evidence on how and to what extent these capacity development interventions *that UNIFEM makes available to support organizations and gender experts are used* at national and regional levels, the evaluation should respond to the following questions which will guide the evaluation team in the design and collection of information and data:

Standard questions for **relevance** include:
➢ Are the capacity development interventions objectives addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the interventions contribute to shaping women's rights priorities?
➢ Do the CD activities address the problems identified?
➢ What rights do the CD advance under CEDAW, the Millennium Development Goals and other international development commitments?
➢ Is the CD design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

Standard questions for **effectiveness** include:
➢ What has been the progress made towards achievement of the expected outcomes and expected results of the CD interventions related to projects? What are the results achieved?
➢ What are the reasons for the achievement or non-achievement?
➢ To what extent have beneficiaries been satisfied with the results?
➢ Are the CD cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
➢ What is UNIFEM's comparative advantage in designing and implementing the CD interventions?
➢ Do the CD activities have effective monitoring mechanisms in place to measure progress towards results?
➢ To what extent the objectives have been achieved, and do the indented and unintended benefits meet fairly the needs of disadvantage women.
➢ What are the changes produced by the programme on legal and policy frameworks at the national and regional level?
➢ To what extent capacities of duty-bearers and rights-holders have been strengthened?
➢ To what extent capacities of gender equality advocates have been enhanced?

Standard questions for **efficiency** include:
➢ What measures have been taken during planning and implementation to ensure that resources are efficiently used?
➢ Have the outputs been delivered in a timely manner?
➢ Could the activities and outputs been delivered with fewer resources without reducing their quality and quantity?
➢ Have UNIFEM's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the CD interventions?

➢ To what extent are the inputs and outputs equally distributed between different groups of women, and have the potentials of disadvantage women (poor, racial, ethnic, sexual, ethnic, and disabled groups) been fully utilized to realize the outcomes?

➢ How does the programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

Standard questions for **sustainability** include:

➢ What is the likelihood that the benefits from the CD activities will be maintained for

a reasonably long period of time considering they are ad doc interventions?

➢ Is the CD supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?

➢ Are requirements of national ownership satisfied?

➢ What operational capacity of national partners, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?

➢ What adaptive or management capacities of national partners, such as learning, leadership, programme and process management, networking and linkages have been supported?

➢ Do partners have the financial capacity to maintain the benefits from the programme?

Standard questions for **impact** include:

➢ What are the intended and unintended, positive and negative, long term effects of the CD activities?

➢ To what extent can the changes that have occurred as a result of the CD interventions be identified and measured?

➢ To what extent can the identified changes be attributed to the CD activity?

➢ What are the positive and negative changes produced directly or indirectly by the CD acitivities on the opportunities of different groups of women, and on the socioeconomic conditions of their localities?

➢ What is the evidence that theCD enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?

➢ To which extent efforts have been successful to stop harmful and discriminatory practices against women?

5. INFORMATION SOURCES:

The participants of trainings, south-to-south exchange visits and international fora will constitute the main source of data. In addition UNIFEM SARO will provide concept notes and TORs from the different CD interventions, as well as records and minutes of meetings and visits, workshop reports etc. UNIFEM SARO staff members will also provide the contacts of stakeholders to the evaluation team.

6. EVALUATION APPROACH, PROCESSES AND METHODS

Evaluation Approach

The information on the expected outcomes or outputs from each activity is normally described on the terms of reference or concept notes produced as a justification for the activities. This information will be provided before the evaluation starts. The reports produced *ex post* interventions will also be a source of information. It is noted here that an evaluation was not considered in the design of the various capacity development initiatives. Also no monitoring system was designed to track results. This evaluation is motivated by UNIFEM SARO's desire to find out what has worked how with respect to the various capacity development initiatives, and how to improve such initiatives in the future.

A potential approach to the evaluation methodology is through the (retrospective) development of a Theory of Change (ToC). A Theory of change is a coherent set of ideas that describes: what the expected

change should be, how a change process occurs, what makes it happen, who needs to be involved, the underlying assumptions etc. It is an agreed upon "road map" of the change process that is formulated through a participatory process with key partners and stakeholders involved. Based on the ToC, evaluation questions can be formulated about the actual change process i.e. if it was achieved or not, why so and how.

Evaluation Process
- Meetings, consultation, workshops with different groups of stakeholders.
- Process for verification of findings with key stakeholders.
- Presentation of preliminary findings and recommendations.

Evaluation Methods

- Identification of capacity development beneficiaries (individuals, organizations, government members) as source of information;
- Desk review, case study, sample survey, field visits
- Interviews, observations, focus groups, literature, survey, rating, knowledge test, site visits
- The evaluation team must ensure that main evaluation questions are addressed by multiple methods and data.
- UNIFEM SARO will be responsible for making the information available (reports and contacts of beneficiaries).

The evaluation will follow principles outlined in the UNIFEM policy as well as in the UN Evaluation Group (UNEG) Norms and Standards and UNEG Ethical Guidelines. They are available at http://erc.undp.org/unifem/. This implies that a management response will be issued upon finalizing the evaluation, and the evaluation will be publicly disclosed and the results disseminated and made accessible to key partners.

7. STAKEHOLDER PARTICIPATION

The participation of capacity development beneficiaries and stakeholders are decisive to the roll out of the evaluation. Their roles might include liaison, technical advisory, observers, source of data, dissemination and follow-up. Effective stakeholder participation will be ensured through the establishment of a reference group. This reference group is important to ensure ownership of the overall evaluation process, and to facilitate take-up and utilization of the evaluation recommendations. The tasks of the reference group include:
- Participate and provide inputs in the elaboration of evaluation ToR
- Provide feedback the different evaluation documents
- Provide relevant information and inputs to the evaluation team
- Disseminate and use evaluation results

The Reference Group membership is as follows:
- 3 members from UNIFEM partners in countries Mozambique and Zimbabwe;
- 2 members from UNIFEM staff in Zimbabwe and Mozambique;
- 1 member from UNIFEM SARO, Regional Evaluation Specialist, HQ-Africa Section Focal Point

Meetings / Consultations:

Consultations with the reference group will take place by teleconference and email. To the extent possible, meetings of the Reference Group can be organised back-to-back with other events such as the inception workshop or validation workshop. Between meetings, the Evaluation Task Manager will seek comments and endorsements from the Reference Group by email.

8. EXPECTED PRODUCTS[5]

➢ Specify Deliverable 1: **An inception report** which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. *It should include a clear evaluation matrix relating all these aspects.* To be submitted by November 2010.

➢ Specify Deliverable 2: **Power point presentation** of preliminary findings to the key stakeholders. The comments made by key stakeholders should inform the draft report. To be submitted by December 2010.

➢ Specify Deliverable 3: **Draft evaluation report** which should be delivered with adequate time to allow stakeholder discussion of the findings and formulation of recommendations. To be submitted by January 2010.
➢ Specify Deliverable 4: **Final evaluation repor**t which should be structured as follows:

Executive Summary (maximum five pages)
Programme description
Evaluation purpose
Evaluation methodology
Findings
Lessons learnt
Recommendations
Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, data collection instruments, key documents consulted, Terms of Reference).
To be submitted by February 2011.

9. EVALUATION TEAM COMPOSITION, SKILLS AND EXPERIENCE

The number of experts that will compose the evaluation team must be suggested and justified in the proposal. The team leader will be responsible for coordinating the evaluation as a whole, the evaluation team, the workplan and the presentation of the different products. The team leader must meet the following criteria:

- At least a master's degree; PhD preferred in any social science
- 10 years of working experience in the design, management and evaluation of development projects with at least 5 years of substantive experience in carrying out monitoring and evaluation for gender and development projects. Experience in theory-based evaluation preferable.
- Experience in monitoring and evaluation and results-based management
- Proven experience as evaluation team leader with ability to lead and work with other evaluations experts
- Experience in capacity development essential
- Experience in working with multi-stakeholders essential: government, CSOs, and the UN as well as multilateral/bilateral institutions.
- Ability to produce well written reports demonstrating analytical ability and communication skill

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[5] All the deliverables must be in English.

- Ability to work independently and with other stakeholders to ensure that a high quality product is delivered on a timely basis
- Fluent in English; knowledge of Portuguese and French is desirable

The others team members must meet the following criteria:

- A Bachelor's degree with at least 3-5 years substantive experience in research, gender and development
- 1 or 2 years experience in evaluating development programmes
- Experience in working with Government, Civil Society, Multilateral Institutions
- Experience facilitating workshops for evaluation findings
- Good analytical ability
- Ability to work with a team
- Good spoken and written English

The evaluation team is required to submit one example of evaluation report recently completed when responding to the Terms of Reference.

10. MANAGEMENT OF THE EVALUATION

The overall evaluation process will be managed by an Evaluation Task Manager who is a UNIFEM SARO staff. UNIFEM SARO will be responsible for disseminating the evaluation results and for following up on evaluation recommendations inter alia through the management response.

11. ETHICAL CODE OF CONDUCT

It is expected that the evaluators will respect the ethical code of conduct of the United Nations Evaluation Group (UNEG). These are:

- **Independence**: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.

- **Impartiality**: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

- **Conflict of Interest**: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions.   Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.

- **Confidentiality:** Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

- **Transparency**: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.