

**TERMS OF REFERENCE**

**END OF PROJECT EVALUATION OF THE EC STRONGIM MERE: PROMOTING WOMEN’S POLITICAL PARTICIPATION AND REPRESENTATION IN THE SOLOMON ISLANDS (2014 – 2016)**

**1. Background**

The United Nations Entity for Gender Equality and Empowerment of Women, UN-Women was created by the UN General Assembly by resolution 64/289 “to provide, through its normative support functions and operational activities, guidance and technical support to all Member States, across all levels of development and in all regions, at their request, on gender equality, the empowerment and rights of women and gender mainstreaming”. The role of UN-Women is also one of leading, coordinating and promoting accountability with respect to gender equality and women’s empowerment in the United Nations system with a view to more effective coordination, coherence and gender mainstreaming. The Pacific has some of the world’s highest rates of gender-based and sexual violence, as well as the lowest numbers of women in parliament. UN Women’s Fiji Multi-Country Office (MCO) works with governments and civil society organisations across 14 Pacific Island countries and territories to address this imbalance, empower women and build more inclusive societies. To do this, the MCO works through four key programmes: Women’s Economic Empowerment (WEE) Ending Violence Against Women and Girls (EVAWG) Advancing Gender Justice in the Pacific (AGJP) programme and Increasing Community Resilience through Empowerment of Women to Address Climate Change and Natural Hazards (IREACH).

**2. Project Context**

Solomon Islands is party to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Pacific Island Forum leaders Gender Equality Declaration (GED). Both establish standards on promoting women’s political participation and representation which the Solomon Islands government has pledged to promote policies and programmes that will support the domestication of these standards. Despite this commitment Solomon Islands has one of the lowest levels of representation of women in parliament and local governments. Women's full political participation is essential not only for their empowerment but also for the advancement of society as a whole.

**Project Description:** In alignment with the Pacific UNDAF (2013- 2017) outcome 2 on Gender Equality and the Empowerment of Women UN Women implemented the **EC** **Strongim Mere: Promoting Women’s Political Participation and Representation in the Solomon Islands.** The project used human rights standards such as CEDAW to inform the activities to promote women’s empowerment and gender equality through women’s increased political participation and representation, and gender responsive governance systems and processes. The key objective of this project is to support women's participation and representation in political life and democratic institutions. It promotes women’s participation as candidates, advocates and voters using accessible interventions such as community radio. Candidates’ training which focused on technical skills such as understanding the basics of proper registration, how to lead a campaign, and the principles of transformational leadership. While increasing the number of women in leadership is important, of equal importance is the transformational quality of candidates and their allegiance to the principles of equality, peace and democracy. With a total budget of **$509,645.21 USD (EC 407,055.63, UN Women 192,589.58)** the two year project started in April, 2014. The expected outcome of the project are:

**Outcome 1** Women’s equal participation in politics and decision-making increased in Solomon

Islands.

**Output 1.1:** Increased capacities of Women candidates to participate in national elections in Solomon Islands.

**Output 1.2:** Increased advocacy among the media to promote women’s political participation.

**Output 1.3:** National and sub-national institutions have improved access to knowledge products and tools to formulate and implement gender responsive policies.

These outcomes and outputs were expected to address the following gaps:

* Capacity building for National Women’s Machinery and NGOs addressing women in political governance work.
* The need to engage more with traditional leaders (women and men) at community levels to actively participate in awareness and gender sensitization programmes and to contribute change to mind-sets/attitudes
* The need for advocacy and awareness with women to be more visible in decision making at all levels (formal and informal structures)
* Legislation and policy reform to advance women’s leadership at all levels. Serious gaps in legislations which needs updating in line with CEDAW.
* Thorough research needed to ascertain women voter and general voter perception of women candidates.
* Technical Assistance in the implementation strategy of gender policies in country
* On-going technical advice and assistance to the government TSM Taskforce in the drafting of the of the government policy on TSM and its outcomes

**Project Management:** The project is managed by the Advancing Gender Justice in the Pacific Programme Officer based in Solomon Islands, with the support of the Advancing Gender Justice in the Pacific Assistant Programme Officer based in Solomon Islands as well. At the regional level the project is being supported by the Fiji Multi-Country Office (MCO) based Programme Manager.

**3. Purpose and Use of the evaluation:** According to UN-Women’s Evaluation Policy that came into effect on the 1st of January 2013, an evaluation is conducted for three main and equally important purposes that together support the overall delivery of results. First, it is a means to demonstrate accountability to stakeholders, including women who are rights holders and duty bearers, in managing for results. Secondly, it provides credible and reliable evidence for decision-making in relation to gender equality and the empowerment of women in order to improve results. Thirdly, it contributes important lessons learned about normative, operational and coordination work in the areas of gender equality and the empowerment of women to the existing knowledge base, including knowledge about how to achieve greater coherence between normative and operational work in those areas.

Therefore, the overall purpose of the end-of-project evaluation is to assess progress (and challenges) at the outcome level, with measurement of the achievement (and non-achievement) of project outputs, including identification of factors that affected the implementation of activities. The end-of-project evaluation will be carried out by an independent, external evaluation team. It is mandatory and is guided by UN Women’s Evaluation Policy (<http://www.unwomen.org/wp-content/uploads/2012/11/UNW-2012-12-UN-Women-Evaluation-Policy.pdf>).

**Use of Evaluation**: The information, findings and recommendations generated by the evaluation will be used by UN Women, the EU, Solomon Islands Government, Civil Society and other key stakeholders to inform and strengthen policy, program and advocacy interventions in future programming around women’s political empowerment and participation.

**4. Evaluation Objectives:** The specific objectives of the end-of-project evaluation are to:

1. Assess the design and effectiveness of the EC Strongim Mere in addressing the identified gaps;
2. Validate results in terms of achievement (or non-achievement) with a critical examination of how and to what extent outputs/results contributed to the project’s key outcome;
3. Assess the potential for sustainability of results; and,
4. Document good practices and lessons learned to inform and strengthen UN Women’s programming approaches and interventions in this area.

The evaluation will therefore cover the following key areas and respond to the following evaluation questions:

**Evaluating relevance:**

* Do the partners, target groups (e.g. potential women’s candidates/leaders, male allies) and beneficiaries consider that the project contributed to gender equality and women’s empowerment in Solomon Islands?
* Did the project objective address identified rights and needs of the target group(s) in national and local contexts? How much does the project contribute to shaping and supporting women’s rights in political participation?
* Do the activities address the problems identified?
* Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

**Evaluating effectiveness:**

* What was the progress made towards the achievement of the expected outcome and expected results?
* What are the results achieved?
* What are the reasons for the achievement or non‐achievement?
* To what extent have beneficiaries including women candidates been satisfied with the results?
* To what extent have capacities of gender equality advocates and male allies been strengthened?

**Evaluating efficiency:**

* 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 UN Women’s organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?

**Evaluating sustainability:**

* What is the likelihood of the benefits from the project being maintained after the project finishes?
* Is the project supported by Solomon Islands Government and non government institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue the efforts and activities supported by the project and/or replicate them?
* Have requirements for national ownership been met?
* What operational capacity of national partners, also known as capacity resources, such as technology, finance, and staffing, have been strengthened?

**Evaluating impact:**

* What are the intended and unintended, positive and negative, long term effects of the project?
* To what extent can the changes that have occurred as a result of the project be identified and measured?
* Is there evidence that the project enabled the candidates to improve their ranking and increase the number of votes during the national elections?

**Information Sources**

The Evaluator will have access to a number of information sources including the following:

* Project document and log frame
* Project annual/donor reports
* Project Monthly reports
* Project monitoring reports/mission reports
* The National Gender and Women’s Development (GEWD) Policy, National Gender Plan of Action and the GBV Plan of Action
* The Strategic Plan of the Ministry of Women, Youths, Children and Family Affairs (MWYCFA)
* Other relevant project documents

**5. Scope of the Evaluation**

The scope of the end-of-project evaluation will be defined along the lines of timeframe, geographic coverage, and thematic scope.

**Timeframe:** The end-of-project evaluation will cover the project implementation period of April, 2014 – March, 2016.

**6. Approach and Methodology**

The evaluation exercise will be wide‐ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, interviews, observations, focus groups, and site visits. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the evaluation is sound and objective. The evaluation will be utilization-focused and gender and human rights responsive. Both qualitative and quantitative methods (mixed methods) will be applied to ensure that the evaluation:

1. Responds to the needs of users and their intended use of the evaluation results;
2. Provides both a substantive assessment of the project results, while also respecting gender and human rights principles throughout the evaluation process, allowing for the participation and consultation of key stakeholders (rights holders and duty-bearers) to the extent possible;
3. Utilizes both quantitative and qualitative data collection and analysis methods to enhance triangulation of data and increase overall data quality, validity, credibility and robustness and reduce bias and will consider among other processes a desk review, meetings, consultations and workshops with different groups of stakeholders;
4. Considers data collection instruments and methods for example interviews, observations, focus groups, and site visits.

The UN Women Evaluation Policy, United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN system, the UNEG Ethical Guidelines, UNEG HR and GE guidelines and Code of Conduct will be the main guiding principles of the evaluation process.

**7. Stakeholder Participation**

Guided by UN Women’s evaluation principles, this evaluation shall involve all relevant stakeholders throughout the evaluation process. An Evaluation Reference Group will be established for this purpose to serve as a platform for facilitating stakeholder engagement. The Reference Group will serve as a consultative body and sounding board for the evaluation, allow stakeholders to express their information needs and enhance learning and ownership of evaluation findings.

The key stakeholders of this evaluation are the:

* Project focal points UN Women Solomon Islands
* Representatives from key government Offices, Ministries and Agencies
* UN agencies in Solomon Islands including UNDP
* Representative Staff of the Ministry of Women, Youths, Children & Family Affairs
* Representatives of Civil Society Organisations

Other stakeholders of this evaluation are the European Union as the project’s donor(s), local partners and target groups who shall act as reference groups during the evaluation and who should also be involved in activities related to the actual implementation of the evaluation such as data collection, interviewing and feedback. Moreover, they shall also be part of the final dissemination of the evaluation results.

**8. Timeline**

The evaluation is planned to be conducted in 30 working days from November 2015 and to be concluded in February 2016. The working days and attached milestones are broken down as follows

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Activity** | **No. of Days** |
| 1. **Inception Phase ;** | | |
| Inception meeting | Evaluation team briefing with Reference Group to discuss work plan and methodology | 1 day |
| Draft Inception report & Data collection tools | Evaluation team preparation for the evaluation, documentation review, work plan and methodology finalization, meetings with stakeholders, preparation of inception report. | 3 days |
| Final Inception report and Refined Data collection tools | Submission and consultations with UN Women on Inception report and Data collection tools. | 3 days |
| 1. **Research & Data Collection Phase** | | |
| Data collection and analysis | Field visit for data collection; data analysis and draft report writing. May entail travel to outer islands. | 10 days |
| Preliminary findings | Consultant to share preliminary findings with UN Women team | 1 day |
| Draft report & submission to UN Women | Complete draft report and share with UN Women for consultations. | 4 days |
| 1. **Analysis & Report Writing Phase** | | |
| Validation workshop | Conduct 1 day workshop for presentation to stakeholders to validate findings. | 1 day |
| Finalisation of report | Finalisation of report taking into consideration the input from various stakeholders. | 4 days |
| Final report and submission | Final report submitted to UN Women | 3 days |

**9. Key Deliverables**

The evaluation team is expected to produce quality deliverables as outlined below:

***9.1 Deliverable 1:*** A quality 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, work plan and reporting requirements. It should include a clear evaluation matrix relating to all these aspects and a desk review with a list of the documents to be consulted.

***9.2 Deliverable 2:*** Power point presentation of preliminary findings to the evaluation reference group and then to the key stakeholders. The comments made by key stakeholders should inform the final report.

***9.3 Deliverable 3:*** A qualityDraft evaluation report which should be delivered within adequate time to allow stakeholder discussion of the findings and formulation of recommendations.

***9.4 Deliverable 4***: A high quality final evaluation report which should be structured as follows:

1. Title Page, table of contents, acronyms

2. Executive Summary (Background, Purpose/Objective, Methodology, Findings, Conclusions, Lessons learnt and Recommendations)

3. Introduction (Background, Purpose/Objective, Description of the evaluation process, Limitations)

4. Findings

5. Conclusions

6. Lessons Learnt

7. Recommendations

8. Annexes

**10. Management of the Evaluation**

UN Women Fiji-MCO will take the lead in the management of this evaluation by coordinating the process to ensure that the evaluation terms of reference are fully satisfied. UN Women will also oversee the development of the evaluation report and coordinate work with the Evaluation Reference Group and relevant stakeholders.

**Management Group**

Under the guidance of the Deputy Representative, Fiji Multi Country Office and the Evaluation manager, the evaluation will be carried out by a team consisting of a team leader and an evaluation team member. There will be a Evaluation Management Group (EMG) constituted to oversee the evaluation management, make key decisions and quality assure the different deliverables. The evaluation manager will be lead the day-to-day management of the process and will consult with the management group regarding key issues. The inputs of Management Group members are expected to strengthen the quality and credibility of the review.

**Reference Group**

The Evaluation Reference Group will provide support for the evaluation at the highest level. They will meet on a regular basis to review progress and provide orientation to the implementation of the evaluation. UN Women will convene and chair the meetings. The role of the group will not lead to influencing the independence of the evaluation, but rather to ensure a robust and credible evaluation process and ensure the use of the evaluation findings and recommendations through formalized management responses and associated action plans. Ultimately the Reference Group helps to enhance the credibility of evaluation findings and their utilization. Specific tasks of the Reference Group will amongst other include: (i) providing inputs to the evaluation terms of reference to ensure the feasibility and scope of the same; (ii) reviewing the draft Inception report etc.

The Reference Group shall provide continued support to the consultant in terms of facilitating information‐gathering, data‐collection, and interview and meeting set‐up with project partners, donors and target community. They shall also take part in the evaluation‐related activities (meetings, interviews, etc) as required.

|  |  |
| --- | --- |
| **Who: Actors and accountability** | **What: Roles and responsibilities** |
| Principal representative of UN Women (Representative) | * Safeguard of the independence of the evaluation exercise and ensure quality of evaluations * Approve the management response to the evaluation and ensure the implementation of committed actions in the management response |

|  |  |
| --- | --- |
| Regional Evaluation Specialist (RES) | * Support the Management & Reference groups at all stages of the evaluation management in views of the specifics of the subject matter and the nature of the stakeholders |
| Evaluation Management Group (EMG) | * Approve the consultant/firm selected to conduct the evaluation * Participation in any inception meeting/s and quality assure the evaluation inception report; * Facilitate access to information by the evaluation team; * Review and quality assure the draft evaluation report; * Disseminate and promote the use of the evaluation findings and recommendations; * Review and quality assure Management Response. |

|  |  |
| --- | --- |
| Reference Group | * Provide inputs from the group’s perspective * Participate in the review of the evaluation methodology and provide comments to the evaluation team and the UN WOMEN Evaluation Task Manager. * Observe the process of the evaluation; * Review the draft Inception report; * Facilitate evaluation team work providing relevant documents and contacts * Facilitate and ensure knowledge sharing and use of evaluation information * Ensure the decisions to be made on time for the evaluation team * Facilitate communication between the evaluation team and senior management, project staff and TAC members * Monitor evaluation implementation and provide guidance to the evaluation team * Report to EMG and the Representative any significant deviation from the evaluation plan * Review the draft and final reports, and provide feedback and contribute to the evaluation recommendations. * Facilitate dissemination of evaluation final findings to stakeholders * Facilitate and ensure knowledge of evaluation findings * Facilitate preparation of management response to the evaluation and implementation of the recommendations |

|  |  |
| --- | --- |
| Evaluation Team Leader (ETL) | * Lead the whole evaluation process * Work closely with the national consultant. Manage the evaluation process in timely manner, * Communicate with UN Women whenever it is needed * Conduct field visits to the project sites identified and collect data. * Report to UN Women Reference Group when required * Produce the inception report * Conduct the validation workshop * Produce the final report |
| Evaluation Team Member (ETM) | * Contribute to the whole evaluation process substantively * Share responsibilities for conducting desk review and interviews. * Conduct field visits to the project sites identified and collect data * Provide substantive inputs to the inception report, * Provide substantive inputs to the final report. |
| Logistics Support by MCO Operations Team | * Advertise TOR * Draw up contract. * Process payment of consultancy fees, DSA and travel arrangements for consultants. * Support organization and logistics for 2 workshops. |

**11. Evaluator Qualifications and Experience**

**Evaluation Team Leader:** The evaluation will be led and carried out by a consultant who possesses the following skills and experience:

* A Master’s degree in Evaluation, Gender studies, Development studies or Social sciences.
* 7-10 years of experience and knowledge in conducting evaluations using quantitative and qualitative methods as a team leader.
* Experience in evaluating donor funded programmes with a focus on gender equality and women’s empowerment, particularly women’s political participation.
* Knowledge, understanding and application of Results Based Management methodologies.
* Strong experience and understanding of gender equality, human rights and women’s empowerment programming of UN agencies and development partners.
* Excellent communication skills, both verbal and written and strong presentation skills
* Regional knowledge, particularly Solomon Islands, is an asset.

**Evaluation Team Member should demonstrate skills in the following areas:**

* A master’s degree related to any of the social sciences, preferably in gender, evaluation or social research;
* At least five years of experience in gender, human rights and women’s political participation.
* Extensive knowledge and experience in the application of quantitative and qualitative evaluation methods;
* At least five years of experience in conducting evaluations.
* High level of data analysis skills
* Strong analytical and writing skills.
* In-country or regional experience preferred
* Ability to work within a team.
* Fluent in English, with ability to converse in Pidgin preferred.
* Experience with the UN is an asset.

The independence of the Evaluator is outlined by the UNEG Norms and Standards as well by the UN Women Evaluation Policy. According to the UN Women Evaluation Policy, evaluation in UN Women will abide to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the UN Women Evaluation Policy are publicly available under http://www.unwomen.org/en/about-us/accountability-and-evaluation/evaluation.

**12. Ethics**

Evaluators should have personal and professional integrity and abide by the [UNEG Ethical Guidelines for evaluation and the UNEG Code of Conduct for Evaluation in the UN system](http://www.unwomen.org/~/media/headquarters/attachments/sections/library/publications/2015/unwomen-evaluationhandbook-web-final.pdf?v=1&d=20150423T183815) to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women.

**Financial Proposal:**

The contract is based on deliverables. Payments will be made upon receipt of deliverables and duly signed by the Programme Specialist, Governance. The maximum time allotted has no relevance to the determination of the fees, which is strictly based on deliverables.

**Timeframes and Institutional Arrangements**

The consultants will be engaged for a period of 30 days taken between 15 February and 20 April, 2016.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:-

1. Cover letter: (not more than 450 words) explaining why they are the most suitable for the work and a brief description of approach to work/methodology

2. Financial proposal: indicate lump sum amount per deliverable

3. Personal CV including past experience in similar projects and at least 3 references and signed P11 form.

**Location:**

The consultants will based at the UN Women Solomon Islands Country Office, Honiara, Solomon Islands.

**ANNEX 1: Key Evaluation Guidance Documents**

**(Click for hyperlink)**

* [**UN Women GERAAS evaluation report quality standards**](http://www.unwomen.org/~/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf)
* [**Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women**](http://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women) **(UNW/2012/8)**
* [**UN Women Evaluation Handbook**](http://genderevaluation.unwomen.org/evaluation-handbook)
* [**Evaluation Consultants Agreement Form**](https://unw-gate.azurewebsites.net/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf)
* [**Standards for Evaluation in the UN System**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22)
* [**Norms for Evaluation in the UN System**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21)
* [**Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=1401)
* [**UNEG Quality Checklist for Evaluation Reports**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=1409)
* [**UNEG Ethical Guidelines**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102)
* [**UNEG Code of Conduct for Evaluation in the UN System**](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

**Application**

Interested applicants should send their applications to the following address:

The Representative

UN Women Fiji Multi country Office

Level 3, Kadavu House

Suva, Fiji

Ref: UN Women AGJP Programme - Access to Justice Consultant Solomon Islands

Or emailed to: pacific.registry@unwomen.org by close of business on **Wednesday, 27 January, 2016.** All email applications must send separate emails for technical and financial proposals.