

Terms of Reference

Post Title:	Organization to develop and implement key activities under Governance, Peace and Security thematic area.
Project Title:	Institutional Evaluation of three regional women's network and capacity building training
Duration:	September – December 2010
Reporting to:	Deputy Regional Programme Director
Deadline:	Proposals must be sent by 30 August 2010 to denise.guimaraes@unifem.org

1. INTRODUCTION

UNIFEM is the women's fund at the United Nations, dedicated to advancing women's rights and achieving gender equality. It provides financial and technical assistance to innovative programmes and strategies that foster women's empowerment. UNIFEM focuses its activities on one overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality. In support of this goal, UNIFEM works in the following thematic areas: enhancing women's economic security and rights, ending violence against women, reducing the prevalence of HIV and AIDS among women and girls, and advancing gender justice in democratic governance in stable and fragile states.

One of the main objectives for UNIFEM Southern Africa Regional Office (SARO) is strengthening capacities of women's organizations, which together with gender experts, are UNIFEM's main implementing partners. It is essential that these are fully competent to deal with gender issues in order to ensure effective advocacy and realization of women's rights. As such, it is also crucial to ensure a solid track of activities and sustainable results as regards capacity building interventions supported by UNIFEM.

2. JUSTIFICATION

Under its Multi Year Funding Framework (MYFF) 2004-2007, UNIFEM supported the creation of three regional networks of women in Southern Africa. The networks were supported as a result of an organically driven process of engagement with key women's rights advocates within these areas of engagement specifically requesting this support. UNIFEM provided the technical and financial support to establish the networks to achieve their stated goals and objectives. UNIFEM provided institutional as well as programmatic support to the networks.

In line with UNIFEM programming principles namely Results Based Management and Human Rights Based Approach to Programming UNIFEM in consultation with the above networks, will conduct a post evaluation to assess inter alia progress since the end of the projects. The evaluation will assess to what extent the existence of these networks has continued to make a difference in policy and legal frameworks as well as in the lives of ordinary women in the respective countries of operation as well as regionally where applicable.

In this regard, UNIFEM SARO requires the services of an organization to evaluate the work and capacities of the three networks in line with their stated objectives and in particular in tracking the continuation if any of the activities supported under the UNIFEM sponsored component. The evaluation will include an analysis of the progress achieved in terms of institutional strengthening and specific areas of programme management and development, financial management/accountability and transformative leadership.

This evaluation will strategically track necessary changes in programmatic approach if any, capacity of the networks and at the same time it will identify skills and capacity gaps. Based on the evaluation findings and recommendations UNIFEM will support identified training needs in line particularly with programme and financial management and leadership skills building.

The organization and or consultancy firm will report directly to the UNIFEM Deputy Regional Programme Director and in close cooperation with the relevant Programme Officers.

3. OBJECTIVES

1. To evaluate the progress made by the three networks in terms of achievement of stated goals and objectives focusing also on sustainability issues.
2. To identify existing skills gaps and provide capacity building support to the networks in line with the areas of programme and financial management and leadership skills building
3. To develop and implement a one week training programme in each of the identified areas of capacity development as agreed between the networks and UNIFEM..

4. EXPECTED OUPUTS,

The following outputs should be delivered by the organization/consultancy firm:

- A **costed and time bound** work plan for the implementation of the activities outlined above
- Research questions differentiating between the areas of focus of the three networks
- A final evaluation report¹
- Capacity management training modules with a participant tracking system for follow up purposes
- Workshop training reports for each modular training conducted
- Financial report as per contractual agreement

5. METHODOLOGY/APPROACH

The main methodological approach will be participatory engagement of the Networks and their partners. The organization/consultants will also meet with UNIFEM Officers to get a clear brief of the assignment and agree on the proposed workplan and timelines in writing.

In addition UNIFEM has developed a Capacity Development Strategy which will be a guiding framework document to assist with the framing of the research questions. A desk review of all project documents will be provided by UNIFEM as well and the Networks. Additional information on the process will be provided during the briefing sessions with UNIFEM. There will be at least three briefing sessions as follows:

- An *initial* briefing at the beginning of the assignment to provide orientation on narrative and financial reporting.
- A *mid-term* briefing session between consultancy team/organization and UNIFEM Team to discuss progress and constraints to date.
- And a *final* briefing session that will cover UNIFEM and partner Networks comments on the draft financial and narrative final reports.

Any deviation from the agreed upon timelines and content must be discussed and approved by UNIFEM in advance and in writing.

6. PROFILE CONSULTANCY TEAM/ORGANIZATION

Proposals will be received by organizations fulfilling the following requirements:

¹ Containing Executive Summary, 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).

- A proven track record (min. 7-10 years of experience) of work on monitoring and evaluation
- Proven work on gender issues and advancing women's human rights.
- Adequate number of professional staff with adequate qualifications and experience to implement the activities (please attach CVs)
- A proven track record of work on capacity building/ capacity development in any of the countries of the region
- Demonstrable previous work with networks or gender networks within the region or specific countries within the region
- Information on internal programmatic, administrative and financial processes in place to ensure delivery of quality and timely project results – if short listed: proof of documents will be required.
- Willingness to complete a UN Institutional Evaluation Form in the case of advances being made to the organization and providing required documentation as per UNIFEM rules and regulations.

7. DURATION

The assignment shall be carried out over a period of 4 months and will be closed with a final disbursement subject to the implementation of the above activities as clearly articulated in the Expected Outputs Section of these terms of Reference and the Contractual Agreement²: The number of working days to carry out the assignment must be stipulated in the proposal.

Contractual Arrangements: A Project Cooperation Agreement will be signed between UNIFEM and the organization contracted.

8. SUBMISSION OF PROPOSALS

Technical proposal following UNIFEM guidelines (Annex) and a complete budget should be submitted to denise.guimaraes@unifem.org **by 30 August 2010**

9. DISCLAIMER

The material arising from the consultancy shall be the property of UNIFEM and cannot be used without securing the consent of UNIFEM.

Evaluation guidelines

The evaluation must contain basically the following:

Description	State objectives and strategies of the 3 networks and programme logic (theory of change); outcome(s) and output(s); geographical scope and timeframe; programmes budget; key stakeholders; programmes management structure.
Intended use	Reason why evaluation is being undertaken (objectives of the evaluation); how will the evaluation process and/or results be used; who are the key users and target audiences
Scope of evaluation	Timeframe and geographic coverage; main themes or issues explored by the evaluation; evaluation duration
Criteria: Supporting elements of the analytical framework for the evaluation	1. Learning activities of the networks (what done, frequency, quality, relevance, costs) 2. Members' engagement in the networks (use of services)

² Organizations and consultants are strongly advised to read the contractual agreement before signature so that they fully understand their obligations for any receipt of funds from UNIFEM.

	3. Learning outputs of the networks (knowledge generated) 4. Learning outcomes and impact of the networks (the learning group objectives) 5. Relationships developed between members of the networks 6. Learning for others outside the group
Relevance and Effectiveness ³	1) Assess each of the three regional networks with a focus on results achieved in capacity building and transformative leadership of the member organizations, in their respective work thematic areas. 2) Assess each of the three regional networks with a focus on their institutional capacities for technical and financial management as well as the created capacities to extend and make network sustainable. 3) Assess each of the organizations in light of the expected results and objectives outlined on their Strategic plan. For instance, regarding the Women judges' network, the extent to which women judges have been trained and capacitated in their leadership roles to engendering the judiciary systems in the countries and in particular how they have used CEDAW and other women's rights instruments to change justice delivery and decision making in their countries 4) Assess support received by the Networks from UNIFEM and the access and use of UNIFEM's resources in the respective thematic areas.
Efficiency	
Sustainability	Assess the sustainability measure in place for the Networks' operations and programming and make concrete suggestions.
Impact	Assess the impact of the activities and resources of the Networks.

³ Evidence of changes in capacity of gender equality networks to advocate for gender responsive laws/policies, strategies to advance gender equality through the identification of the improved capacities and undertaken evaluations to then track the expected changes.