



Terms of Reference

Evaluation of UN WOMEN Liberia Country Programme 2009 - 2011

May 2011

1. Background, purpose and use of the evaluation

UN Women's West Africa Sub Regional Office (WARO) is committed to contributing to UN Women's efforts to strengthen its evaluation function and to ensure the utility, credibility, independence and alignment with United Nations Evaluation Group's (UNEG) Norms and Standards. In so doing and in line with UNIFEM's (now UN Women) Evaluation Strategy (2008-2011), it has decided to carry out a self-evaluation of selected programmes implemented in the sub-regional country offices.

The Liberia Country Programme has been selected for evaluation by WARO given high potential for lesson-drawing to improve UN Women's future global interventions in governance and peace building in post-conflict situations. With this evaluation, WARO seeks to contribute to UN Women's learning and knowledge on women's empowerment and gender equality, internal and external accountability, and to informing decision-making on policies, developmental and organizational effectiveness and efficiency and programme design.

As is the case with all UN Women's evaluations, this evaluation shall be guided by the following six key principles: women's empowerment and gender equality, human rights, people-centered development, UN system coordination on gender equality, national ownership and managing for results on women's empowerment and gender equality. It also abides by the key evaluation standards of participation and inclusiveness; utilization-focused and intentionality; transparency, independence and impartiality; quality and credibility; and ethical values. Like all UN Women evaluations, the current evaluation is defined by the UNEG Norms for Evaluation and must be gender equality and human rights responsive.

The key audience would include, but not be limited to: WARO M&E staff, the M&E focal point at the Liberia Country Office, the implementing staff members, UN Women WARO staff members, and the UN Women Evaluation Unit.

2. Context/Description of the Intervention

The strategic outcomes of the Liberia Country Program include an increased number of national development strategies that incorporate gender equality in line with national commitments to women's empowerment and human rights in Liberia; the constitution and increased numbers of legal frameworks and processes – particularly those related to economic security and rights, property and inheritance rights, trade, migration, ending violence against women and electoral and security sector reform promote and protect the human rights of women and eliminate gender inequality; gender equality experts, advocates and their organization networks enhance their capacity and influence to ensure strong gender equality dimensions in national laws, policies and strategies, including in peace-building and post conflict resolution processes; community level initiatives generate a greater number of effective models for advancing the human rights of women and eliminating gender inequality; and increased number of relevant and effective models of community-level initiatives for advancing women's rights and eliminating gender inequality.

Outputs included the implementation of CEDAW recommendations, the development of a gender policy, 550 women trained in legal literacy, 350 judicial officials trained as paralegals for VAW; gender mainstreamed into the TRC process and report; gender mainstreamed into the security sector; increased gender sensitive reporting in the media; and increased capacity of women groups for gender responsive conflict analysis, early warning, conflict resolution and peace building.

The key stakeholders of this evaluation are the WARO M&E staff, the M&E focal point at the Liberia Country Office and the implementing staff members. Other stakeholders of this evaluation are the country programme's donor(s), local partners and target group. The Country Programme has received funding from DfID, Italian Cooperation, Iceland, Government of Korea, UNESCO and FAO. The project's beneficiaries, target groups and other stakeholders are the Ministry of Justice, the Ministry of Gender and Development, the Ministry of Internal Affairs, the Women's Legislative Caucus, the Truth and Reconciliation Commission, the Ministry of Agriculture, UNDP, WFP, ILO, national and international NGOs, women activists, and women and girls at the grassroots level.

3. Objectives & Scope

The purpose of this evaluation is to assess the effectiveness, relevance, efficiency, sustainability and impact of the Liberia Country Programme during 2009 - 2010. The evaluation aims at achieving a fair, objective and an accurate assessment of the programme performance and at ensuing recommendations for future UN Women's interventions in post-conflict situations with a view to better positioning UN Women to lead activities centered around women's empowerment in Liberia based on current achievements and challenges.

The budget for the evaluation shall cover: consultant's fees; consultant's air travel to Monrovia and accommodation, a translator if necessary, and refreshments for interviews and meetings.

In terms of scope, the evaluation will cover the following key areas and respond to the following evaluation questions:

Evaluating relevance:

- Do the partners, target groups and beneficiaries consider that the programme contributed to enabling women's enhanced security, increased participation and economic empowerment?
- Are the programme objectives addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the programme contribute to shaping women's rights priorities?
- Do the activities address the problems identified?
- Is the programme 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 outcomes and expected results? 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?
- To what extent have capacities of gender equality advocates been strengthened?
- To what extent do the intended and intended benefits meet the needs of disadvantaged women?

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 programme?

Evaluating sustainability:

- What is the likelihood of the benefits from the programme being maintained after the programme finishes?
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue the efforts and activities supported by the programme and/or replicate them?
- 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?

Evaluating impact:

- What are the intended and unintended, positive and negative, long term effects of the programme?
- To what extent can the changes that have occurred as a result of the programme be identified and measured?
- Is there evidence that the programme enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?
- To which extent have efforts been successful in stopping harmful and discriminatory practices against women?

4. Stakeholders' participation

Complying with the key evaluation principles guiding UN Women's evaluation efforts, this evaluation shall involve all relevant stakeholders throughout the evaluation process. The key stakeholders of this evaluation shall actively take part in the evaluation from the inception of these terms of reference until the final dissemination of the evaluation results. They shall review these terms of reference to ensure the feasibility and scope of the same. They shall

review the draft report and final reports, provide feedback and contribute to the recommendations. They shall provide continued support to the consultant in terms of facilitating information-gathering, data-collection, 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. The key stakeholders of this evaluation are the WARO M&E staff, the M&E focal point at the Liberia Country Office and the implementing team.

Other stakeholders of this evaluation are 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.

5. Methodology, approach and key deliverables

The evaluation exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, analyses, interviews and inception meetings. While interviews are a key instrument, all analysis must be based on observed facts to ensure that the evaluation is sound and objective. On the basis of the foregoing, the consultants will further elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report, which will subsequently be shared with key stakeholders.

The key inputs to the evaluation should be as follows:

Interviews with key stakeholders: UN Women staff; UN Women Monitoring and Evaluation focal point; DfID; Italian Cooperation; Government of Iceland; Government of Korea; UNESCO, UNDP, WFP, ILO and FAO staff; the Ministry of Justice; the Ministry of Gender and Development; the Ministry of Internal Affairs; the Women's Legislative Caucus; the Truth and Reconciliation Commission; the Ministry of Agriculture; national and international NGOs; women at the grassroots level throughout Liberia who are affected by the work of these organizations; and others deemed necessary by the review team.

Substantive documentation: Original project documents for the Country Programmes; project planning documents, all substantive reports, censored minutes from project meetings; and others as deemed necessary by the evaluation team.

Operational documentation: Organisational structure of the Country Programme; TORs and resumes for key staff; documentation on recruitment guidelines and processes (e.g. decision structure, recruitment, coordination); official correspondences and other records of exchanges between the project staff and stakeholders; and others as deemed necessary by the evaluation team.

The expected outputs of the evaluation will be a draft and a final evaluation report which should include but not be limited to:

- Qualitative and quantitative assessment of progress made towards the intended outcome
- Qualitative and quantitative assessment of relevant outputs
- Lessons learned concerning best and/or less than ideal practices in producing outputs and achieving the outcome
- Strategies and recommendations for continued UN Women’s assistance towards the achievement of the outcome.

At the end of the assignment, a final evaluation report will be produced containing as a minimum:

- Executive Summary
- Introduction
- Overview of key findings and challenges
- Analysis of finding and challenges
- Lessons learned and recommendations
- Annexes:
- Bibliography
- Mission schedule and list of people met
- Terms of Reference, etc

The outcome final report shall be shared with the stakeholders, reference group and management as well as with UN Women’s Evaluation HQ, Africa and WARO teams.

6. Timeline

The evaluation should be conducted in the course of one month (22 – 24 working days), including any required travels. The target date for commencement of the assignment is 25 April 2011 and is broken down as follows:

Day 1-5: Briefing, desk review and submission of inception report

Day 6-18: Interviews, consultations and inception meeting

Day 19-21: Drafting report of key conclusions and recommendations

Day 22: Presentation of draft conclusions and recommendations to stakeholders

Day 23-24: Finalization and submission of report

7. Evaluation Ethics and Code of Conduct

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) **Ethical Guidelines**, the Consultant will be required to

commit to the **Code of Conduct** for Evaluation (see <http://www.unevaluation.org/papersandpubs/>), specifically to the following obligations:

- **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.

8. Recruitment, competencies & skills required

The review will be carried out by a team of two consultants who possess the following skills and experience:

- Master's degree related to a social science, preferably including gender studies, development studies, public policy, public administration, evaluation or social research.
- A minimum of 3 years of working experience in evaluation and/or social research, with at least 2 years working with developing countries and a demonstrated understanding of the challenges and opportunities faced by post conflict countries.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Experience reviewing projects/programmes of UN agencies (preferably UNDP).
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Experience with working on gender equality and women's empowerment.
- Experience working with the UN and with multi-stakeholders: governments, NGOs, the UN/multilateral/bilateral institutions and donor entities.
- Excellent written and spoken English and proficiency in French.
- Writing skills that include an attention to detail as well as a grasp of conceptual frameworks.
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment.
- Public sector management experience in a post-conflict setting is preferred.
- Familiarity with the region is strongly preferred.
- Must be available to work immediately.

9. Management arrangements

The mission will be facilitated by the UN Women Liberia Country Office, which will provide logistical support as needed. The UN Women West Africa Sub Regional Office will also provide logistical support as and when necessary.