



TERMS OF REFERENCE

for National Evaluation Expert

Job Title:	National consultant to support final evaluation of the UNIFEM/Sida Programme "Promoting Gender Equality in National Development Policies and Plans"
Type of Contract:	SSA modality
Duty Station:	Chisinau, Moldova. <i>No travel expenses outside of Moldova are envisaged. All trips in Moldova will be arranged by UNIFEM</i>
Application Deadline :	21 January 2010, COB
Starting Date : (date when the selected candidate is expected to start)	1 February 2010
Duration of Contract :	21 days
Contracting Authority	UNIFEM CIS Sub-Regional Office
Beneficiary:	UNIFEM CIS Sub-Regional Office

1. Background and Purpose of Evaluation

The UNIFEM programme, Promoting Gender Equality in National Development Policies and Programmes, was launched at the beginning of 2007 with the support of Swedish International Development Agency (Sida). The Swedish Government provided €1.1m to the programme for a period of three years.

The overriding aim of the programme is to give greater exposure to gender equality and promote it as a necessary step in achieving rights based sustainable development as set out in the Millennium Development Goals (MDGs), the Economic Growth, and National Development Strategy (2008-2011) and the EU Moldova Action Plan. The EU Moldova Action Plan cites gender equality as a prerequisite to achieving improvements in employment and social policy.

The programme aims to accomplish its objective of promoting gender equality in Moldova by enhancing national capacities and empowering the national government to meet its commitments to women's rights, responsive good governance and poverty alleviation.

The intended results of the programme include the following:

1. Political will enhanced and manifested by support at the policy and operational level to key priority areas for action;
2. National capacities and mechanisms to develop policies on gender are strengthened and used to implement actions in priority areas; and
3. Monitoring and accountability of progress on gender equality in priority areas are exchanged through strengthened mechanisms, including sex-disaggregated data and gender-responsive indicators along common standards and agreements.

The structure of the work programme is built around the above 3 core priority outcomes, with each outcome area having a number of activity components. This structure also reflects the intervention logic of the programme, where for example the outputs under Outcome Area 1 (e.g. development of a National Strategy on Gender Equality and Integration of Gender Issues into the National Development Plan) are a key prerequisite to provide the policy basis and legitimacy for the work under Outcome Areas 2 and 3.

National and district consultations organized by the programme team have resulted in the development of a set of recommendations on the gender aspects of development priorities within the National Development Strategy (NDS) and represent the groundwork for future achievements of stated intended results. In close collaboration with representatives from key ministries, UNIFEM and its partners held a series of roundtables and workshops that resulted in the development of key policies from a gender perspective, the development

of a strategy for integrating gender equality in the NDP, and other relevant actions at the sectoral level. Strong relationships have been formed between government official and members of civil society (CSO). The capacity of the National Bureau of Statistics, a key player in the programme, has been enhanced through UNIFEM's collaborative effort with the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), through a joint programme aimed at improving data collection, disseminating and utilizing statistical information with particular attention to national needs and overall conformity with international standards. Awareness on gender issues has been raised among policy makers as well as the general public has been bolstered through the preparation of a communication strategy in collaboration with national partners.

The programme implementation is expected to be completed by the end of 2009 and UNIFEM Sub-Regional office for the Commonwealth of Independent States (UNIFEM CIS) is planning to commission a final evaluation of the programme. Final evaluation has been an obligatory process of the programme implementation and is a strong requirement by the donor. It has been a part of the Managing for Results Framework (MRF) of the UNIFEM CIS Sub-regional Strategy 2008-2009.

This evaluation is an independent external evaluation, which has both - summative and formative components. It seeks to be a forward looking and learning exercise, rather than a pure assessment of UNIFEM programme in Moldova. The evaluation aims to assess critically what conditions and mechanisms enable or hinder UNIFEM's work in promoting gender equality issues into the national development agenda.

The evaluation will have the following objectives:

- Provide information on the learning processes of the Government, UN, NGOs, donors and other key players from the results of the mainstream actions undertaken by the programme;
- Review the achievements and problems encountered during the program implementation and the means of overcoming it;
- Assess the extent of progress towards achieving expected results as defined in the programme results Matrix;
- Identify the most effective strategies and methods for capacity development for further up-scaling.

It is expected that the results of the evaluation will be used as significant inputs for:

- Drawing out UNIFEM's lessons learnt, reflection and learning about work of the project on strengthening capacities of the Department of Equal Opportunities and women's NGOs to support implementation of national commitments on gender equality;
- The design and implementation of the possible follow-up programme.

2. Context of the programme

National Parliamentary election held in July 2009 resulted in increased number of women (25 out of 101 versus 22 in the previous parliament), but it was followed by less optimistic result at the level of the Government, where there is only 1 woman out of 22 top officials appointed to date at the decision making levels. However, the new Government has included a Gender Priority chapter within its four year plan (2009-2013) first time ever demonstrating its will for the practical fulfillment of the Gender Equality Law. Another significant update from the recent changes in the Government structure is related to the fact that the Department on Equal Opportunities with 5 staff members kept at its current status and staffing, compared to the drastic changes happening with other key policy departments in the Ministry of Labor, Social Protection and Family, where the gender machinery is located.

The local elections held in Moldova in June 2007 were significant insofar as the opposition coalition took over regional administrations in two-thirds of Moldova's districts, leaving the remaining five districts to the ruling Communist Party (PCRM). The number of female mayors increased by 3% compared with the 2004 poll, bringing total representation to an unprecedented 18%. Women now represent 26.5% of all councilors in village councils, and 13.2% in district councils. Significant improvements in the area of gender equality have been made in Moldova over the past few years with the gender equality law, "Law on Ensuring Equal Opportunities for Women and Men" being adopted in February 2006, paving the way for the legal framework of the national mechanism at all levels.

The National Action Plan on Gender Equality for 2006 – 2009 was also adopted in August 2006. The Plan aimed to bring the country a step closer to the elimination of gender discrimination in the labour market, an increased public awareness and understanding of gender issues, the development of national institutional mechanisms to promote gender equality, the protection of women's health, and the combating of violence against women, men and children. A Governmental Committee on Gender Equality has also been created.

Demonstrating the UN body's insistence on the importance of national ownership to the long term sustainability of the project, UNIFEM helped to prioritize integrating some gender priorities into the National Development Strategy (NDS) for 2008-2011. Close collaboration with the Sida Moldova office has enabled UNIFEM to raise awareness among donors and the international community of the importance of a gender-sensitive NDS in the quest for improved gender equality. By incorporating gender equality into the NDS and making it an integral part of the plan, Moldova has moved a step closer to realizing MDG (Millennium Development Goal) no. 3 which aims to promote gender equality and to empower women. 1994 marked Moldova's accession to Convention on the Elimination of All Forms of Discrimination Against Women, CEDAW.

Despite the apparent willingness on the State's part to eradicate gender related discrimination and foster equality between women and men, implementation of commitments made to CEDAW as well as the pledges set out in the National Action Plans on gender equality has been slow, and the results achieved have proven to be unsustainable. This lack of progress has been largely attributed to insufficient clarity and understanding of gender equality and gender mainstreaming among government officials, politicians, and the wider public.

Although the Government has agreed to "ensure adherence to and effective implementation of core United Nations Conventions and related optional protocols" and to "continue efforts to ensure the equality of men and women in society and economic life, based on non-discrimination" when signing up to the EU-Moldova Action Plan (EU-MAP) for 2005 – 2007, the country's Economic Growth, and Poverty Reduction Strategy (EGPRS) for 2004 – 2006 was void of any reference to gender as a possible basis for discrimination. Also, the country's National Action Plan on Gender Equality represented a 'stand alone' initiative receiving no financial allocations in the state budget. Weak political will and institutional mechanisms, combined with insufficient human resources remain the most significant obstacles towards achieving effective implementation of the State's commitments to gender equality. At the end of 2009 the Government approved a National Program on Gender Equality (2010-2015) with affiliated mid-term action plan, which implementation opens new horizons in wide-scale integral promotion of gender equality and in solution of gender specific problems. However, this will essentially depend on application of comprehensive efforts by all governmental institutions and on continuous political will in order to budget and to carry out initiatives manifested in the Program.

3. The Subject of Evaluation

The subject of the evaluation is the programme and its intended outcomes and outputs:

Overview Programme Priority Outcomes and Component Outputs

Priority Outcome 1: Political will enhanced and manifested by support at the policy and operational level to key priority areas for action.

- 1.1 National Strategy on Gender Equality developed (subsequently, the national Action plan on gender equality will be amended in accordance with the Gender equality Strategy)
- 1.2 Gender issues integrated in the National Development Strategy *[EGPRS and EUMoldova Action Plan reflecting the priority areas defined in the National Strategy on Gender equality]*

Priority Outcome 2: National capacities and mechanisms to develop policies on gender are strengthened and used to implement actions in priority areas.

- 2.1 Enhanced national capacities for gender responsive policy making and implementation
- 2.2 Gender impact analysis of at least 4 sectoral programmes undertaken, recommendations made and accepted by the ministries
- 2.3 Gender responsive budgeting piloted in selected sectoral priority areas
- 2.4 A Task Force of Gender Focal Points established and functional for promoting gender issues in policy making and implementation

Priority Outcome 3: Monitoring and accountability of progress on gender equality in priority areas are exchanged through strengthened mechanisms, including sex-disaggregated data and gender-responsive indicators along common standards and agreements.

3.1. Enhanced capacity for use of sex disaggregated data for monitoring implementation of national gender commitments (EGPRS, MDGs, BPFA)

3.2 A set of Gender Mainstreaming Guidelines adopted to Moldova specificities and used as a practical tool by policy makers and civil servants

The acceptance that gender equality is a prerequisite for sustainable development at national policy level has been the underpinning of the thinking behind the defined objectives of this programme in Moldova. UNIFEM is placing an important emphasis on this being a participatory evaluation, with a view to optimizing the opportunities for collective learning among the project's stakeholders in Moldova.

Key partners to be involved into the evaluation process from drafting ToR to commenting draft evaluation report and using its findings (those who will be also included in the group discussions and individual interviews) should include:

- UNIFEM staff and staff of UNDP/UNCT and other relevant UN organizations, as well as donors present in the country;
- UN Theme Group on Human Rights, Justice and Gender
- Donors Group on Gender as well as overall donors present in the country;
- Ministry of Labor, Social Protection and Family;
- Ministry of Economy and Trade,
- National Bureau of Statistics
- Other Governmental partners (sectoral ministries, etc.);
- CSO's, including academia, NGOs, media etc. who have participated in programme implementation;
- Beneficiaries of activities (individuals and groups who have participated in activities like training).

4. Scope of the Evaluation and Evaluation Questions

The evaluation of the programme is planned to be completed between January and February 2010. Thematic coverage of the evaluation is governance and specific issues to be considered: mainstreaming gender equality aspects into the national development planning.

The evaluation will address the criteria of ***Programme Efficiency, Effectiveness, Relevance and Sustainability***. More specifically, the evaluation will address the following issues:

1. To what extent did the project reach the planned results and how the context influenced the final result/sustainability? What was not achieved in full and what can be recommended for the future to inform UNIFEM programming, and ensure necessary follow up from the Government, Donors and CSOs.
2. What are the unexpected results? What was achieved by the program beyond the planned results? How the program was responsive to the emerging priority/strategic needs of the Government and Donors in the field of Gender Equality and Women's Human Rights?
3. To what extent the Department for Equal Opportunities (DEO) was supported and the capacity of the DEO staff, gender focal points within line ministries and government committee built? What are the key recommendations for further capacity building strategy? How capacities built by the program brought in the achieved results?
4. To what extent the capacities of the CSOs were strengthened by the program to meaningfully participate in policy-making process? What were successes and weaknesses of the project strategies and approaches to this work?
5. What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why? What can be taken further for the new program and partners follow-up activities?

5. Evaluation Approach

This final evaluation shall build upon the mid-term evaluation of the programme “Promoting Gender Equality in National Development Policies and Plans in Moldova” held at the end of 2008 and will be based on a proposed methodology and validated by UNIFEM CIS SRO in consultation with the UNIFEM Evaluation Unit.

The final evaluation will ensure that key stakeholders will be consulted throughout the entire process and it will be results-oriented and provide evidence of achievement of expected outputs through the use of quantitative and qualitative methods. The methodology for the final evaluation shall include the following:

- a. Preliminary desk reviews of all relevant documents on the programme, the programme document, logframe, implementation plan, monitoring reports, donor reports, existing national and international reports on gender equality status, etc. This will be done prior to any field visit, focus group discussion, or individual interviews. Preliminary discussions with the programme staff from UNIFEM CIS SRO and Moldova project unit will also take place within this period.
- b. Field visits to the country at different stages of the process.
- c. Group discussions with key partners: a series of semi-structured interviews and focus groups with the programme management staff, national partners, counterparts, beneficiaries are envisaged to be conducted under this stage. This can include survey among participants of various capacity building trainings and events undertaken by the program since the start of the program. It can include participants of major trainings organized by the program in the areas of gender and gender mainstreaming, gender statistics, gender responsible budgeting, etc.

The consultative element of this stage is crucial for building up a consensus about the programme’s overall rationale and desired outcomes and, more specifically, how these work. The good practices and their supporting mechanisms will be mapped and grouped according to the specific programme strands. Data from different research sources will be triangulated to increase its validity. Field visit/s will be organized to facilitate the process of evaluation. This stage is aiming to contribute to an overall understanding of UNIFEM’s programme contribution to the achievement of gender equality in the country, and draw out key good practices that deserve replication and upscaling that will provisionally inform the next stage of the programme.

The proposed approach and methodology has to be considered as flexible guidelines rather than final standards; and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. It is expected that the Evaluation Team will further refine the approach and methodology and submit their detailed description in the proposal and Inception Report. In addition, the refined approach and methodology by the Evaluation Team should incorporate Human Rights and Gender Equality perspectives.

6. Expected Results and Timeframe

As a logical result of the completion of the desk review it is expected that the Evaluation Team will submit 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.

As a result of the completion of the field visits and surveys and interviews with the partners, it is envisaged that several key products will be submitted, namely: **Progress Report** of the Field work to UNIFEM Sub-regional office and key internal and external stakeholders, **Power Point presentation** on preliminary findings, lessons learned, and recommendations, **Draft full report** highlighting key evaluation findings and conclusions, lessons and recommendations (shall be done in a specific format). The draft report will be discussed with the national partners to ensure participation and involvement of the national stakeholders.

Afterwards a **Final evaluation report** and five-page **executive summary** are expected to be submitted to the UNIFEM CIS Sub-regional office incorporating all comments and feedback collected from all partners involved.

Format of the final evaluation report shall include the following chapters: Executive Summary (maximum five pages), Programme description, Evaluation purpose, Evaluation methodology, Findings, Lessons learnt, Recommendations and Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

Language of all deliverables: English.

7. Team, Skills and Experience required

A team of external International Evaluator and National Evaluation Expert will undertake the evaluation, having experience linked to evaluation, gender equality and economic policy with specific knowledge of gender responsive planning, budgeting and monitoring.

Here are key requirements to the National Evaluation Expert with specific tasks to support overall work of the International Evaluator. International Evaluator has a separate Terms of Reference. It is understood that National Expert besides his/her direct responsibilities will whenever required be tasked with organizational, logistical and interpreting support for International expert.

However, it is essential to note that National Evaluation Expert besides being able to provide a comprehensive support to the International consultant shall also possess an expertise in conducting gender-sensitive and rights-based evaluations so to be also able to contribute to the substance not only be in supporting role.

Competencies

Technical/Functional:

- Knowledge and experience in evaluation specifically in development and international environment
- Experience in application of quantitative and qualitative methods is an advantage
- Experience in gender analysis and human rights
- Experience in working with multi-stakeholders: governments, CSOs, and the UN/multilateral/bilateral institutions. Experience in participatory approach is an asset.
- Ability to produce written reports demonstrating analytical ability and communication skills
- Ability to provide all necessary support in data collection, analysis, ad-hoc translation. Organizational skills for overall evaluation process are essential

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Required Skills and Experience

- At least a university diploma in social science, economics or quantitative methods
- Minimum 3 years experience in international environment, minimum 2 years experience in international development in similar assignments
- At least 1 year experience in gender equality, economic policy and statistical methods
- Fluent in written and oral English, Romanian and Russian.

Bellow is a detailed breakdown of activities by deliverables and contribution of local consultant.

Product / Activity	Time frame	Estimated number of working days
Contribution to Data collection (including interviews with partners, statistical evidence and survey data, program files, websites and online data, field work, etc.)	From February 1	7
Support International Consultant in drafting of Progress Report on the results of the field and data collection work (to be submitted to UNIFEM CIS Sub-regional office and key internal and external stakeholders)	Within a week upon signing the contract	1

Contribute to Draft full report highlighting key evaluation findings and conclusions, lessons and recommendations. Organize consultation with key programme partners and stakeholders in order to validate the key findings of the report and collect feedback and recommendations to inform the final evaluation report (this shall be done in close cooperation and under guidance and support of UNIFEM project Team in Moldova).	February 15, 2010	10
Support International Consultant based on consultations with partners and stakeholders in producing Final evaluation report and five-page executive summary	February 26, 2010	3
TOTAL number of working days:		21

8. Management of the evaluation

The UNIFEM CIS Sub-Regional Office will manage the final evaluation under overall supervision of the UNIFEM CIS Sub-Regional Programme Director and guidance from Programme Specialist. During the evaluation process, it will consult with UNIFEM Evaluation Unit, and Europe Section in HQ as may be necessary. Coordination in the field including logistical support will be the responsibility of the Moldova Programme office.

This is a consultative/participatory final evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

After the completion of the final evaluation, a final stage of the process will take place, including the dissemination strategy for sharing the lessons learnt, and the management response of the final evaluation results. These activities will be managed by the UNIFEM CIS Sub-Regional Office.

9. Performance evaluation

Contractor's performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

10. Financial arrangements

Payments will be disbursed in instalments (agreed on the basis of the contract provisions) upon submission and approval of deliverables and certification by Programme Manager, that the services have been satisfactorily performed.

11. Submission of applications

Interested persons should submit their applications consisting of:

1. Duly completed Personal History Form (P11),
2. Cover Letter stating interest and qualifications for assignment, and
3. Financial Proposal (daily fee) for carrying out the tasks, with the mark "**National Evaluation Expert /UNIFEM**".

Kindly send your applications to Alexandru Osadci, Program Manager, UNIFEM Moldova alexandru.osadci@unifem.org

Deadline for applications submission: January 21, 2009, COB (Moldova time)

Detailed Terms of Reference and Personal History Form are available at UN website http://un.md/job_opp/. Applications filed after the deadline will not be considered.

While all applications are appreciated, only those short listed will be contacted.

Failure of candidates to submit a duly completed P11 form, as well as false representations on this form, shall constitute sufficient grounds for withdrawal of further consideration of the application. All information provided in the P11 form will be treated as strictly confidential.