



TERMS OF REFERENCE FINAL PROGRAMME EVALUATION

Type of Contract: Consultancy

Based in: India

Time period: Starting on 7th March 2015 – 22nd June 2015

Application Deadline: 13th February 2015

1. Background

The multi-donor Fund for Gender Equality (FGE) of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from US \$200,000 – US \$1 million directly to women's organizations and governmental agencies in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world. With generous support from the Governments of Spain, Norway, Mexico, the Netherlands, Germany and Switzerland, current grants stand to benefit nearly 18 million women, including by equipping them with leadership and financial skills, and by helping them secure decent jobs and social protection benefits.

The Fund provides grants on a competitive basis directly to government agencies and civil society organizations to transform legal commitments into tangible actions that have a positive impact on the lives of women and girls around the world. Its mandate seeks to further the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Security Council Resolutions 1325 and 1820, the Millennium Development Goals (MDGs), and regional agreements such as the Protocol on the Rights of Women in Africa and the Belen do Para, among others.

Across these grants, the Fund advances two major inter-related programme priority areas:

- Grants awarded for **women's economic empowerment** seek to substantially increase women's access to and control over economic decision-making, land, labor, livelihoods and other means of production and social protections, especially for women in situations of marginalization.
- Programmes focused on **women's political empowerment** aim to increase women's political participation and good governance to ensure that decision-making processes are participatory, responsive, equitable and inclusive, increasing women's leadership and influence over decision-making in all spheres of life, and transforming gender equality policies into concrete systems for implementation to advance gender justice.

Since its launch in 2009, the Fund has delivered grants totaling US \$56.5 million to 96 grantee programmes in 72 countries. Awarded programmes reflect a range of interventions in commitments to gender equality laws and policies and embody unique combinations of strategies, partnerships and target beneficiaries.

2. Description of the Intervention

The programme entitled Facilitating Women in Four Endemic Poverty States of India to Access, Actualize and Sustain Provisions on Women Empowerment is an FGE-supported Implementation programme being undertaken in India. It commenced on 1st December 2010 and is scheduled for completion on 30th June 2015. Its overall budget is USD 2,549,974.

The world's third largest¹ and one of the fastest growing² economies, fastest growing dollar billionaires³- paradoxically this home to a fifth of humanity hosts the largest concentration of global poor - over 40% of world's poor living on \$1 per day. A recent report by the Oxford Poverty and Human Development Initiative (OPHI) states that 8 Indian states have more poor than 26 poorest African nations combined together, India's officially classified poor would be the 3rd largest country in the world.

Spectacular growth of the Indian economy over the past decade (7%+ per annum) has enabled poverty reduction in many regions particularly in the southern and western states; however large portions of India are being left behind. Poverty in India is now mostly a rural and regional phenomenon underscored with sharp social and occupational etchings. Over three-fourths of the poor live in villages⁴, over two-thirds of them in the central Indian plateau across the States of Madhya Pradesh, Chhattisgarh, Bihar, Jharkhand, West Bengal, Orissa and parts of Maharashtra⁵ and Rajasthan⁶.

Implemented by a coalition of two national civil society organizations - PRADAN and JAGORI - with extensive experience in mobilizing women around livelihoods and empowerment ; this program seeks to work with a large number of income poor rural women, including over two-thirds from Scheduled Tribes and Castes, organized into self-help groups (SHGs) and their solidarity associations in 4 states of India beset with endemic poverty to enhance and institutionalize their effective economic and political participation. These are also the goals enshrined in the National Policy for Empowerment of Women (NPEW) 2001, as also highlighted in the 11th and 12th Five Year Plans of the Government of India and in recent times under the NRLM programme.

Goal

By 2020, rural women from marginalized communities and their collectives, in 9 districts in 4 states of Central India, will be able to raise their voice against violations and access their political and economic rights as mandated under Central and State government policies

The programme has the following result areas:

¹ Behind USA and PRC, in terms of purchasing power parity

² The current and projected growth rate is between 7 to 8%.

³ Forbes 2011, List of Billionaire

⁴ About half of the under-five rural Indian children remain variously malnourished. This implies a far higher level of want in villages than government's income poverty data would suggest.

⁵ Vidarbha region.

⁶ Southern Rajasthan

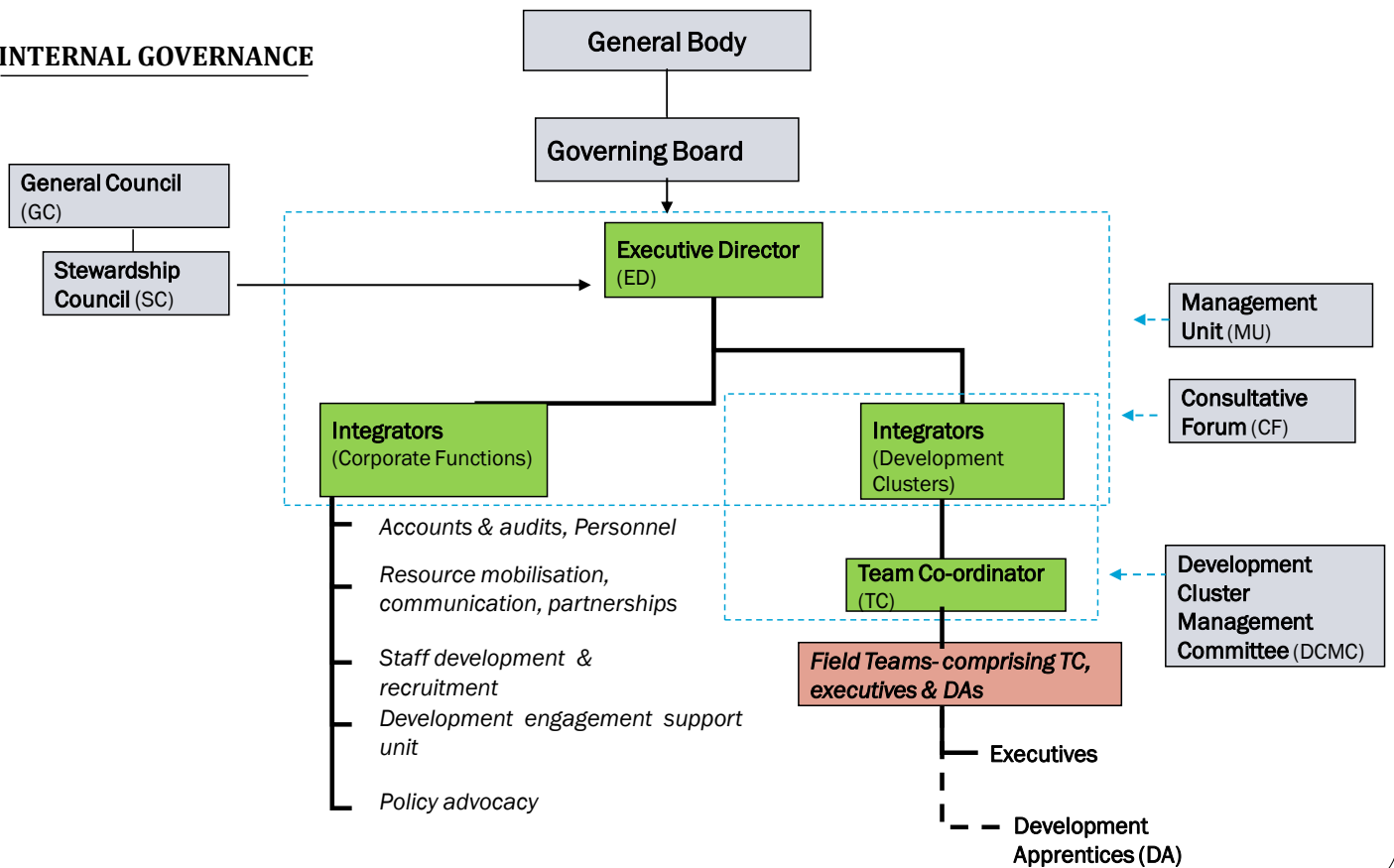
	Outcomes	Outputs
Outcome 1	Rural women from marginalized communities (tribals, dalits and backward) increasingly exercise their right to participate in local governance structures, institutions and processes	Increased claim-making abilities of women from marginalized communities to demand their entitlements as mandated by the government under NPEW and relevant state policies
		Pool of leaders/trainers/facilitators/service providers associated with women's collectives support women to access their rights and entitlements, and in raising their issues in local governance structures
Outcome 2	Associative tiers of SHGs (village level committees, cluster committees, SHG Federations) support women in facilitating expression of gender based inequality and taking steps to address the same in homes and outside	Enhanced understanding of women about patriarchy and its manifestation in their own lives and other societal structures
		Enhanced abilities of women leaders of associative tiers of SHGs to support members in facilitating expression and/or addressing gender based inequality
Outcome 3	Women SHG members from tribal, dalit and backward communities in endemic poverty pockets of project areas, display enhanced sense of equality as economic actors in the household	Increased awareness of women SHG members in 9 districts in 4 states about constitutional guarantees related to livelihood opportunities
		Enhanced awareness of women SHG members about new livelihood technologies and skills of using the same
		Enhanced confidence and abilities of women SHG members to manage input mobilisation and output disposal of their livelihood activities
Outcome 4	Enhanced responsiveness of duty bearers and PRI representatives to issues faced by community	Enhanced engagement of duty bearers with women's collectives on addressing community issues
		Enhanced engagement of PRI representatives with women's collectives on addressing community issues
		Enhanced engagement of SHG associative tiers on advocacy issues identified to influence systems to respond better to community issues

The programme is being implemented by PRADAN (Professional Assistance for Development Action) with technical resource support from Jagori.

The management Structure of Pradan is as follows:

ORGANISATION STRUCTURE

INTERNAL GOVERNANCE



3. Purpose and Use of the Evaluation

The FGE was established as a bold investment in women's rights, testing a more focused and better-resourced modality for catalyzing and sustaining gender equality and efforts. Its founding Programme Document sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant programme and to contribute to global know-how in the field of gender equality. Undertaking Strategic Final Evaluations of programmes are a vital piece of this mandate. The main purposes of a final evaluation are the following:

Accountability:

- Provide credible and reliable judgements on the programmes' results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including FGE donors, UN Women, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other actors.

Learning:

- Identify novel/unique approaches to catalyse processes toward the development of gender equality commitments.

- Identify particular approaches and methodologies that are effective in meaningfully and tangibly advancing women's economic and political empowerment.

Improved evidence-based decision making:

- Identify lessons learned from the experience of grantees in order to influence policy and practice at national, regional and global levels.
- Inform and strengthen UN Women's planning and programming by providing evidence-based knowledge on what works, why and in what context.

4. Use of the Evaluation Report

- The Evaluation findings will help to feed into building the portfolio of UN Women India MCO Strategic Plan (2014 – 2017).
- The report will be used by the implementing organisations and UN Women to make strategic decisions on the future direction and design of the project and its Annual Work Plan.
- The evaluator will provide inputs for the Reference Group (*see section 7 for more information*) to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

5. Scope and Objectives of the Evaluation

The geographic area covered under the programme is 9 districts (**Betul, Hoshangabad, Dindori, Balaghat, Hazarigab, Koderma, Purulia, Mayurbanj and Rayagada**) across 4 states (**Madhya Pradesh, Jharkhand, West Bengal, Odisha**).

A **Baseline Survey** for the programme was carried out in 2011 by the implementing organisation with inputs from the UN Women Fund for Gender Equality. The baseline survey covered 1237 sample across the 4 States.

A **Mid-term Evaluation** of the Programme was also carried out in June 2013.

The **timeframe** of the End-Term evaluation will cover from the period of conceptualization and design to the moment when the evaluation is taking place.

Substantive Scope: The evaluation will analyze the relevance, effectiveness, efficiency, sustainability and impact of the project objectives in terms of results achieved against objectives, change on human rights and gender equality, ownership of stakeholders, sustainability of the action, both financial and organizational. It should consider the nature of the joint project, exploring the extent to which it has allowed the Consortium and UN Women to work in more coordinated manner with partners, and the efficacy of the model.

6. Evaluation Criteria, Questions and Methodological Approach

The evaluation should be answering the following specific questions:

SI No	OECD Evaluation Criteria	<u>Specific Questions that we would like End Evaluation to focus on</u>
1	Relevance	<ol style="list-style-type: none"> 1. Has the programme intervened in impacting the significant issues in women's lives? How much does the programme contribute to shaping women's priorities? 2. How well were the problems understood, analyzed and strategies and actions developed thereby and thought through? 3. What further dimensions, strategies can support to multiply the impact of programme within PRADAN and to other areas 4. In the evolving landscape what is the significance of this programme and how the results meet the national goals on women empowerment and UN Women goals. 5. To what extent and in what ways did the programme contribute to the goals set by UN Women (in India and at the global level)?
2	Effectiveness	<ol style="list-style-type: none"> 6. The programme has adopted a cascade approach for building an understanding of gender discrimination and patriarchy among women. How effective has this approach been? What are the examples? Are there alternative approaches used in different locations? What is the experience there? 7. How effective has been the approach of focusing upon enhancing women's agency (women's leadership within an institutional framework) for bringing about change in different dimensions – political, social, and economic.? In the present and going into the future? 8. To what extent have capacities of duty-bearers and rights-holders been strengthened as a result of the programme? 9. How well were the training programmes and accompaniment efforts designed / planned and have they contributed to the achievement of the project goals? At the level of the team? Trainers? Women leaders?
3	Efficiency	<ol style="list-style-type: none"> 10. The programme has adopted a multi-dimensional approach. Has this impacted the efficiency of the programme or the overall impact? 11. What strategies have been adopted under the programme? Has there been coherence in the various strategies adopted by the programme? 12. Has the programme been efficient in achieving results as compared to the investments made? In what ways? What other approaches could have been taken to maximize efficiency? 13. How adequate were the training programmes and other inputs? 14. How does the programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
4	Sustainability	<ol style="list-style-type: none"> 15. What is the probability of the programme continuity at the level of the women? 6 16. Would the institutional architecture anchoring the programme sustain beyond project period? How well are their institutions capacitated to

		<p>sustain this approach and understanding?</p> <p>17. What is the probability of the project results sustaining over a period of time? What are the reasons for this understanding?</p> <p>18. Are younger married women becoming members of the self help groups? And how are they responding to the women's rights agenda of the programme? Are the older women supportive of the younger women's initiatives and concerns?</p>
5	Impact	<p>19. To what extent have objectives of the program been achieved? What have been the impact and the major achievements of the programme? What have been the gaps? (Sources of information Primary – visits to site by the evaluators; secondary—end line & other documents)</p> <p>20. Have women's issues become a part of the discourse in the agenda of the SHG associative tiers at various levels? In what ways? What more needs to be done?</p> <p>21. What is the impact at the community level beyond SHG? On duty bearers? Public systems? On men? On informal community structures at the village and societal level?</p> <p>22. What impact the programme had on national programmes like NRLM ?</p>
6	Partnership	<p>23. How well has the partnership between Pradan and Jagori worked in obtaining the results in the project?</p> <p>24. Is the partnership likely to continue beyond the project period?</p> <p>25. What learning PRADAN can draw in building thematic partnerships?</p>

Additional Questions for Evaluators apart from the Programme mandate

1. How well has the programme been integrated into the operational processes of the teams? What is the probability of the ethos and commensurate activities thereof continuing beyond the project period? If yes, in what ways? What support might be required to facilitate this process?
2. What is the integration of this approach with the larger approach of the organization?
3. The programme has been mounted on existing social mobilization (group formation and solidarity, livelihood promotion, leadership, democratic processes) in these areas by PRADAN. What is the probability of achievement of these results in an area without such investments?
4. What are the changes produced by the programme on legal and policy frameworks at the local and national level?

The evaluation will use methods and techniques as determined by the specific needs of information, the availability of resources and the priorities of stakeholders⁷. The consultant is expected to identify and utilize a wide range of information sources for data collection (documents, filed information, institutional information systems, financial records, monitoring reports, past evaluations) and key informants (beneficiaries, staff, funders, experts, government officials and community groups).

The consultant is also expected to analyze all relevant information sources and use interview and focus group discussions as means to collect relevant data for the evaluation, using a **mixed-method approach** that can

⁷ For guidance on methods and how to incorporate a human rights and gender equality perspective please check http://www.unifem.org/evaluation_manual/wp-content/uploads/2010/02/Evaluation-Methods-for-GE-HR-Responsive-Evaluation.pdf

capture qualitative and quantitative dimensions. The methodology and techniques (such as a case study, sample survey, etc.) to be used in the evaluation should be described in detail in the inception report and in the final evaluation report and should be linked to each of the evaluation questions in the Evaluation Matrix. When applicable, a reference should be made regarding the criteria used to select the geographic areas of intervention that will be visited during the country mission.

The methods used should ensure the **involvement of the main stakeholders** of the programme. Rights holders and duty bearers should be involved in meetings, focus group discussions and consultations where they would take part actively in providing in-depth information about how the programme was implemented, what has been changed in their status and how the programme helped bring changes in their livelihoods. The evaluator will develop specific questionnaires pertinent to specific group of stakeholders and their needs and capacities (for example, non-literacy needs to be factored in, or language barriers). When appropriate, audio-visual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation.

7. Existing Information Sources

- Concept note
- Project document
- Six monthly Progress Reports to UN Women
- Reports of Training and other Events
- Consultation Reports
- Financial Reports
- Baseline Study Report (done by ISST)
- Mid Term Evaluation Report (done by Sadbhavna Trust)
- Programme Documentation (by Jael Silliman)
- End Line Study (an independent verification of results obtained under the Programme, done by IHD)
- UN Women Reports to FGE

8. Methodology

The Final Evaluation is intended to be a systematic learning exercise for Project Partners and UN Women Project Managers. The exercise is therefore structured to generate and share experiences and practical knowledge gained from the implementation of the Project activities. To achieve this, the evaluation will take place in a *consultative and participatory* manner. It is important to emphasise that the final evaluation is not conducted for the purpose of measuring individual or institutional performance but for validating the Project design and its effectiveness towards achieving the results as set forth in the Project document. Based on the Consultation agreed with the Partners, the Consultant will perform the following responsibilities under this assignment:

- a) An initial meeting of the Consultant with the Implementing Agencies and UN Women shall be organized to get a briefing on the project, determine the scope and methods and develop a feasible work plan
- b) The Consultant will conduct a desk review of relevant documents to feed into the Inception Report with detailed scope of work and methodology including sampling and data analysis framework with tools. The

Inception Report should detail the evaluators' understanding of what is being evaluated and why, contextualise the Framework of Evaluation Questions listed above to the project, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The Inception Report should also include a proposed schedule of tasks, activities and deliverables. The Inception Report should be around 10 pages in length.

- c) The Consultant/s will suggest and use methods and techniques as determined by the specific needs of information, the availability of resources and the priorities of stakeholders⁸. The Consultant/s is expected to identify and utilize a wide range of existing information sources for data collection (documents, filed information, institutional information systems, financial records, monitoring reports, past evaluations) and key informants (beneficiaries, staff, funders, experts, government officials and community groups).
- d) The Consultant/s may use a **mixed-method approach** that can capture qualitative and quantitative dimensions. The methodology and techniques (such as a case study, sample survey, etc.) to be used in the evaluation should be described in detail in the inception report and in the final evaluation report and should be linked to each of the evaluation questions in the Evaluation Matrix.
- e) The methods used should ensure the **involvement of the main stakeholders** of the programme. Rights holders and duty bearers should be involved in meetings, focus group discussions and consultations where they would take part actively in providing in-depth information about how the programme was implemented, what has been changed in their status and how the programme helped bring changes in their livelihoods.
- f) The evaluator will develop specific questionnaires pertinent to specific group of stakeholders and their needs and capacities (for example, non-literacy needs to be factored in, or language barriers). When appropriate, audio-visual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation. The Consultant/s will collect Case Studies to reflect best practices from the project areas.
- g) A **Reference Group** will be set up by the Partner agencies in consultation with UN Women with the objectives of steering and quality assuring the Evaluation process. The Inception Report including the Methodology and Tools will be finalized in consultation with the Reference Group
- h) The Consultant/s will use the baseline and end line data collected under the programme to inform the analyses. Based on the finding from the Quantitative and/Qualitative Tools, the Consultant will use the data to validate and triangulate the information to review the impact of the programme against the Evaluation Framework mentioned above.
- i) The Consultant will share the Draft Report and make a presentation on the key findings to the Reference Group.
- j) Based on the feedback from the Reference Group, the Consultant will finalise the draft report.

⁸ For guidance on methods and how to incorporate a human rights and gender equality perspective please check http://www.unifem.org/evaluation_manual/wp-content/uploads/2010/02/Evaluation-Methods-for-GE-HR-Responsive-Evaluation.pdf

9. Management of the Evaluation

The consultant will be under contract with PRADAN. The evaluation will be managed by PRADAN, and co-managed by, Suhela Khan, FGE Focal point in UN Women India Multi-Country Office and Caroline Horekens, Monitoring and Reporting Specialist for the Asia Pacific Region, based in Bangkok, Thailand. They will compose the Evaluation Management Team (EMT) who will jointly select the evaluator(s) through applying a fair, transparent, and competitive process. The co-managers will be responsible for ensuring that the evaluation process is conducted as stipulated, promoting and leading the evaluation design, coordinating and monitoring progress.

The evaluation consultants will be using or providing for his/her own office space, administrative and secretarial support, telecommunications, and printing of the documentation report. The evaluation consultants will be also responsible for the implementation of all methodological tools such as surveys and questionnaires.

10. Reference Groups and Stakeholder Participation

A Reference Group (RG) and Broad Reference Group (BRG) will be created to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings.

Reference group will include representatives from the programme organization (Lead and Co-lead organizations), and UN Women Country Office and/or Regional Office and FGE Secretariat.

The role of the evaluation Reference Group will extend to all phases of the evaluation, including:

- Identifying information needs, customizing objectives and evaluation questions and delimiting the scope of the evaluation (TOR), based on a review of the Inception Report
- Facilitating the participation of those involved in the evaluation design.
- Providing input on the evaluation planning documents.
- Facilitating the consultant's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods.
- Monitoring the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention.
- Developing and implementing a management response according to the evaluation's recommendations.
- Disseminating the results of the evaluation, especially among the organizations and entities within their interest group.

A Broad Reference Group (BRG) with representatives from relevant government departments and other allied stake holders will be created. The role of the BRG will include:

- Will be informed throughout the entire evaluation process and will be invited to participate at strategic points during the evaluation.

- Receiving key evaluation deliverables such as the Inception Report and Draft Final Report
 - Providing input on these evaluation deliverables as needed
 - Will also be requested to support dissemination of the findings and recommendations.
- **Please note that BRG members are invited to actively participate throughout the entire evaluation process, however, remaining cognisant of their time will be consulted specifically for comments in relation to the Inception and Final report.**

11. Evaluation Deliverables

The Consultant/s will be expected to provide 60 days of inputs over a period of 3 months, starting from 7th March 2015. The consultant is responsible for submitting the following deliverables:

Deliverable	Description	Date Due	Payment Schedule
Inception Report	<p>This report will be completed after initial desk review of program documents. It will be 10 pages maximum in length and will include:</p> <ul style="list-style-type: none"> • Introduction • Background to the evaluation: objectives and overall approach • Identification of evaluation scope • Main substantive and financial achievements of the programme • Description of evaluation methodology/methodological approach (including considerations for rights-based methodologies), data collection tools, data analysis methods, key informants, an Evaluation Questions Matrix, Work Plan and deliverables • Criteria to define the mission agenda, including “field visits” <p>This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers.</p>	15 th March 2015 (7 days from start date)	20%
Field Work	<p>The Consultant would need to cover 6 of the 9 districts covered under the programme. The field visits should cover interactions with community, women collectives, local key stakeholders, Pradan team members, and any other. Approximately 24 days would be required to make the field visits.</p>	April	NA
Consultations with other Key Actors	<p>The Consultants would need to speak to key people involved in the programme from Pradan and Jagori (involved in programme design, trainings, coordination and support).</p>	April-May	NA
PowerPoint	<p>It will be presented after field work and meetings with</p>	15 th May	30%

presentation of preliminary findings to RG	stakeholders and actors are completed.	2015	
Final Evaluation Report:	<p>It will be of a maximum length of 30 pages and will include:</p> <ul style="list-style-type: none"> • Cover Page • Executive summary (maximum 2 pages) • Programme description • Evaluation purpose and intended audience • Evaluation methodology (including constraints and limitations on the study conducted) • Evaluation criteria and questions • Findings and Analysis • Conclusions • Recommendations (prioritized, structured and clear) • Lessons Learnt • Annexes, including interview list (without identifying names for the sake of confidentiality/anonymity) data collection instruments, key documents consulted, TOR, RG members, etc. <p>An executive summary will include a brief description of the programme, its context and current situation, the purpose of the evaluation, its intended audience, its methodology and its main findings, conclusions and recommendations. The Executive Summary should “stand alone” and will be translated to ensure access by all stakeholders if needed.</p> <p>A draft final report will be shared with the evaluation RG for final validation. The final report will be approved by the FGE Secretariat.</p>	<p>Initial draft: 5th June 2015</p> <p>Final approval: 22nd June 2015</p>	50% paid after final approval by FGE Secretariat

12. Evaluation Report Quality Standards (extract from UNEG standards)⁹

The following UNEG standards¹⁰ should be taken into account when writing all evaluation reports:

- The **final report should be logically structured, containing evidence-based findings**, conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16).
- **A reader of an evaluation report must be able to understand:** the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)

⁹ You may also find useful [guidance](#) on aspects to take into account in order to ensure a quality evaluation report at the MDG Achievement Fund website.

¹⁰ See UNEG Guidance Document “[Standards for Evaluation in the UN System](#)”, UNEG/FN/Standards (2005).

- In all cases, evaluators should strive to **present results as clearly and simply as possible** so that clients and other stakeholders can easily understand the evaluation process and results.(S-3.16)
- **The level of participation of stakeholders in the evaluation** should be described, including the rationale for selecting that particular level. (S-4.10)
- **The programme being evaluated should be clearly described** (as short as possible while ensuring that all pertinent information is provided). It should include the purpose, logic model, expected results chain and intended impact, its implementation strategy and key assumptions. Additional important elements include: the importance, scope and scale of the programme; a description of the recipients/ intended beneficiaries and stakeholders; and budget figures. (S-4.3)
- The **role and contributions of the UN organizations and other stakeholders** to the programme being evaluated should be clearly described (who is involved, roles and contributions, participation, leadership). (S-4.4)
- **In presenting the findings, inputs, outputs, and outcomes/ impacts should be measured to the extent possible (or an appropriate rationale given as to why not).** The report should make a logical distinction in the **findings, showing the progression from implementation to results with an appropriate measurement** (use benchmarks when available) and analysis of the results chain (and unintended effects), or a rationale as to why an analysis of results was not provided. Findings regarding inputs for the completion of activities or process achievements should be distinguished clearly from outputs, outcomes. (S-4.12)
- Additionally, reports should **not segregate findings by data source**. (S-4.12)
- **Conclusions need to be substantiated by findings** consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. (S-4.15)
- **Recommendations should be firmly based on evidence and analysis**, be relevant and realistic, with priorities for action made clear. (S-4.16)
- **Lessons, when presented, should be generalized beyond the immediate subject being evaluated** to indicate what wider relevance they might have. (S-4.17)

13. Required Skills

Education:

- A Masters or higher level degree in International Development or a similar field related to political and economic development, gender, etc.

Work Experience:

- A minimum of 10 years' relevant experience undertaking evaluations is required; this must include expertise in undertaking gender-sensitive and human rights based evaluations.
- Sound experience working in the areas of gender, and women's economic and/or political empowerment is necessary.
- Substantive experience in evaluating similar development projects related to local development and political and economic empowerment of women is required.
- Substantive experience in evaluating projects with a strong gender focus is preferred.
- Experience working in India is necessary.

Language Requirements:

- Excellent English writing and communication skills are required. The consultant(s) need to be able to write strategic and concise reports, based on evidence and data.
- Ability to understand and speak Hindi would be an advantage.

14. Proposal

Individual consultants or teams made up of two consultant(s) are required to submit a proposal of maximum 3 pages, which must include the following items:

- Summary of consultant experience and background.
- List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.
- Brief summary of the proposed methodology for the evaluation, including the involvement of the Reference Group and other stakeholders during each step.
- Proposed process for disseminating the results of the evaluation.
- Team structure, roles and responsibilities and time allocation if applicable.

The following items should be included as attachments (not included in the page limit):

- Detailed work plan.
- CV for consultant, and other team members if applicable.
- At least **three sample reports** from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (*highly recommended*).
- Detailed budget.

The budget must include all costs related to the following items:

- The consultant's time, and the time of any other team members (e.g. local consultant). The day rate for the consultant and all team members should be clearly specified.
- Transport costs, accommodation costs and per-diems for the consultant and any other team members to travel to/from Country and within Country.
- Communication costs, office costs, supplies and other materials.

The organization commissioning this evaluation has budgeted for the following items:

- Participation of beneficiaries in evaluation activities (e.g. transport and refreshment costs for focus group discussions).
- Participation of the Reference Group in evaluation activities (e.g. meeting costs).
- Translation costs of the full report and/or executive summary when this would facilitate dissemination among targeted population).
- Dissemination of the results of the evaluation to stakeholders on the basis of the evaluator's proposal and in agreement with the Reference Group.

15. Ethical Code of Conduct¹¹:

The evaluation of the programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.

¹¹ Please review <http://www.unevaluation.org/ethicalguidelines>

- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the manager of the evaluation. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

Proposals should be emailed to nandininarula@pradan.net by February 13th 2015 by COB.