



CALL FOR EVALUATORS

UNIFEM (part of UN Women) Timor-Leste is looking for external evaluators to compose an evaluation team to conduct a mid-term review of their Integrated Programme on Women in Politics and Decision-Making (IPWPDM). The team composition should consist of an international qualified evaluator and two national evaluators.

The general expertise for both international and national consultants includes: 1) experience in working on women and politics; 2) familiar with the socio-political conditions or situation in Timor-Leste and in particular of Timorese women in this field; 2) in-depth knowledge in working on gender and development; 3) extensive experience on capacity-building and training; and 4) experience in monitoring and evaluation and results-based management.

Please see attached evaluation TOR for more details of the programme and the required qualifications of the consultants.

Deadline for submission of applicants: **24 September 2010**

Submission requirements: Interested applicants should submit the following:

- 1) Curriculum Vitae
- 2) Two evaluation reports from previous evaluation work conducted
- 3) Fee requirement

Please email applications to:

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Terms of Reference for Mid-Term Review of the Programme

Integrated Programme for Women in Politics and Decision Making (IPWPDM) 2007-2013

1. BACKGROUND

The Integrated Programme for Women in Politics and Decision Making (IPWPDM) is a 7-year programme designed to enhance and support women's participation in politics and in decision making at the national, municipal¹ and village levels in Timor-Leste. The programme has two key components, one that primarily focuses its support to women leaders at the national level and the second component is about enhancing rural women's leadership and participation in nation building in Timor-Leste. The second component supports women leaders at the village and hamlet levels and will include support to women leaders in the municipality in the future.

Both key programme components of IPWPDM has two phases, the pre-election and post-election phases with the aim of covering and providing for women's needs before, during and after the elections and enabling crucial support to women to be effective leaders across the time span of their mandates as legislators, municipal and village or *suco* council representatives. The programme also builds on and expands the concept of transformative leadership² in politics and the communities.

The IPWPDM is a programme implemented by UNIFEM (part of UN Women) Timor-Leste since 2007. The IPWPDM programme builds on needs from multi-stake holder consultations and from the results of the Programme for Enhancing Rural Women's Leadership and Participation in Nation Building in Timor-Leste (PERWL). The PERWL programme was responsible for training 1,265 women potential candidates, candidates and elected village officials in the first *suco* election of 2004/2005. It also prepared training modules and materials on "Strengthening the Role of Women Leaders in the *Suco* Council" which was developed, tested and disseminated to women representatives in 5 districts.

¹ Following the approval of the proposed Decentralization Law in the last quarter of 2008, the Fourth Constitutional Government of Timor-Leste planned to proceed with the implementation of a pilot administrative geographical division of districts into municipalities in 2009. In 2010, it was announced that municipal elections will be postponed.

² Transformative leadership, politics and communities refers to a process of transformation using principle-based power that draws values such as participation and fairness to foster a "win-win" outcome directed towards a society aiming at sustainable development, positive peace, accountability, transparency, democratic governance and equality – including gender equality. This involves transformation of values, processes and institutions as people interact at home, at the work place and as citizens in partnership with the government and other sectors of society.

2. PURPOSES OF THE MID-TERM REVIEW

The purposes of the mid-term evaluation are to take stock of the IPWPDM since it is already in its fourth year of implementation. It is also to assess its strengths as well as its weaknesses and limitations.

The lessons learned from this mid-term process would help UNIFEM (part of UN Women) and its programme partners improve and strengthen future activities focusing on facilitating capacity building of women leaders and groups at the national and local levels so that women can participate on a well-informed basis in the process of nation building. The results from the mid term review will help develop strategies and recommendations for continued programme implementation and to identify possible exit opportunities. The findings can guide the national women's machinery, SEPI, to reinforce gender mainstreaming in government intuitions and state agencies and to advocate for gender responsive policies and legislation particularly those that are related to decentralisation.

Specifically, the mid-term evaluation intends to achieve the following objectives:

1. To assess overall results achieved at the mid-term stage as per the IPWPDM programme results framework and the factors that influenced performance and success of the programme at this stage;
2. To assess the efficiency of the programme implementation as well as its effectiveness in terms of progress and achievement of desired outcomes and understanding why outcome have not been achieved;
3. To determine and examine the weaknesses and limitations including the factors that constrained the programme in achieving its expected results or outcomes;
4. To assess the relevance of the programme design and relevance of the programme to the environment of Timor-Leste, to which the Government of Timor-Leste has implemented its commitment to global gender equality frameworks, such as CEDAW and if the programme outcomes and outputs aligns with the GoTL National Development Plan;
5. To assess the extent of capacity building of elected officials at the national and suco levels as well as the extent of capacity building of potential candidates at the national and suco levels;
6. To identify the lessons learnt and provide recommendations to improve UNIFEM (part of UN Women) Timor-Leste's IPWPDM programming, including possible revisions to the programme log frame, resource mobilization, potential exit

opportunities / strategies and how to build on achievements to date in a sustainable manner.

The mid-term review will result in a report which will include but not limited to:

- qualitative and quantitative assessment of the progress made by the programme since it started in 2007 to include factors that influenced and constrained performance or implementation;
- qualitative and quantitative assessment of relevant outputs;
- lessons learned with focus on best or good practices based on the outputs produced and outcomes achieved; and
- strategies and recommendations for continued programme implementation towards the achievement of the programme outcomes.

3. DESCRIPTION OF THE IPWPDM PROGRAMME

The programme adopts an integrated strategy of addressing women's needs before and during the elections as candidates and voters and after the elections as elected officials and constituencies from a gender sensitive rights perspective. The programme seeks to build linkages between the national and local levels to widen women's influence and effectiveness as well as facilitating the implementation of the women's agenda both at the national and local levels. The linkages between national and local levels also aims at building greater accountability between elected women and their constituencies as well as help local needs resonate in national policy and ensure that national policy has impact at the local level. Advocacy and capacity building are strategies the programme will use to achieve results. Although the focus of the programme is building women's participation in politics and decision making the importance of building support amongst male constituencies and partnership with men is also a key to the success of the programme.

The IPWPDM programme builds on achievements of PERWL in promoting transformative leadership in politics. It will also establish synergies with the UNDP Parliamentary Support Programme through a joint support of the Gender Resource Centre (GRC) within the National Parliament.

The programme intends to realize the goal of promoting gender equality in democratic governance through the following outcomes and outputs:

OUTCOME 1

Gender aware women are elected into decision making positions at the national, municipal and suco or village council levels

OUTPUTS

- 1.1 Enhanced media understanding of gender equality and positive gender sensitive reporting of women in politics
- 1.2 Candidates (particularly women) are aware about gender equality and the value of being effective transformative leaders in decision making positions in national parliament in political parties, municipal assemblies and suco or village councils
- 1.3 The electoral framework is engendered

OUTCOME 2

Elected leaders (particularly women) at the national, municipal and suco levels influence a gender responsive rights based agenda for women

OUTPUTS

- 2.1 The capacity of elected women in and associated with politics to advocate for the priorities of the women's agenda is built through a supportive environment
- 2.2 Elected officials (particularly women) and their support staff have a basis of neutral and non-partisan knowledge with which to facilitate their pursuing a common equality agenda
- 2.3 Elected officials (particularly women) at national, municipal and suco or village council levels facilitate the implementation of the women's agenda (focusing on its priorities) through a gender responsive rights based development agenda.

The direct beneficiaries of the programme are primarily women leaders at the national and local levels although men will also be included in key activities of the programme to ensure a heightened awareness and understanding of men in regards to the pursuit of a gender equality agenda at all levels of politics and decision making. The ultimate beneficiaries of IPWPDM will be the poor women who will benefit from the efforts of women officials to ensure that development programmes are responsive to the needs of the poor and are beneficial to poor women in particular.

To achieve the IPWPDM programme objectives, it will work closely with a range of partners and stakeholders, including the National Parliament, government ministries such as the Ministry of State Administration and Territorial Management (MAEOT), the Ministry of Economy and Development, Ministry of Agriculture and Fisheries (MAP), the Secretary of State for the Promotion of Equality (SEPI), the women's network Rede Feto, civil society organizations and academic institutions.

From 2007 to 2010, the IPWPDM programme has received around USD2.1 million from various donors – Irish Aid, Aus Aid, Embassy of Norway, Dili, UNDEF and National Committee for UNIFEM (part of UN Women), Australia.

Duration	Donors	Amount in USD
2009-2010	AusAid/Suco Level	186,217.45
2007-2010	Irish Aid	765,767.01
2007-2010	AusAid/GRC	324,272.97
2008-2010	UNDEF	300,000
2009-2010	National Committee for UNIFEM (part of UN Women), Australia	89,210.28
2007-2008	Embassy of Norway, Dili	353,089.53
2007	UNDEF	87,500
TOTAL		2,106,057.24

The programme covers initiatives at central level, Dili and in nine districts - Baucau, Oecuesi, Viqueque, Ermera, Lautem, Aileu, Manatuto, Liquica and Dili.

4. SCOPE OF THE EVALUATION: EVALUATION QUESTIONS

The mid-term review will cover the timeframe 2007-2010, from the initial implementation stage and at all activities implemented to date. At a minimum the review is expected to answer the following questions for the 6 areas:

Relevance - *alignment and response to situation in Timor Leste:*

- Do the programme outcomes and outputs align with the GoTL National Development Plan?
- How does the programme advance the GoTL implementation of CEDAW and other global commitment on gender equality?
- Do the programme outcomes and outputs align with UNIFEM (part of UN Women) Timor Leste’s Country Strategy including is the programme goal, outcome and output definitions relevant to advancing gender equality in Timor Leste?
- Is the programme design support sustainable capacity building in terms of technical knowledge, skills and understanding of gender equality and women’s empowerment of national, municipal and suco election candidates and elected representatives?
- Has the management of the programme activities been responsive to changing needs and external environment?

Efficiency – *how the resources were used to achieve the outcomes and outputs:*

- Has the programme delivered quality outputs in a timely and cost efficient manner?
- Have resources (funds, human resources, time, expertise, etc) been allocated strategically to achieve outcomes?
- Have project funds and activities been delivered in a timely manner?
- Has the programme's governance and management structures enhanced or detracted from the efficient delivery of the programme outputs?
- Has the programmes monitoring system provided relevant and useful information including performance indicators that supports the programme's implementation / delivery of the programme outputs including
 - is the information collected useful, credible, reliable and sufficient to demonstrate that the outcomes and outputs have been achieved or progress is being made?
 - was the data gender-disaggregated to measure the outcomes of the activity of on men and women? and
 - did the M&E system include good / best practice's features?
- Did the implementation of the programme's projects use time and resources efficiently to achieve the programme outcomes and outputs?
- Is the current implementation approach the most efficient way of achieving the programme outcomes and outputs including:
 - did the activity have sufficient and appropriate staff and other resources?

Effectiveness – *progress towards and the achievement of results:*

- What progress has been made towards the programme's expected outcomes and outputs?
 - What results have been achieved?
 - What are the reasons for the achievement or non-achievement?
 - Has progress been made towards the expected outcomes and outputs?
 - What has impeded or aided the progress towards the expected outcomes and outputs?
- To what extent are the programme beneficiaries satisfied with the results of the project to date including intended or unintended changes from specific activities in the lives of the beneficiaries and their environment, directly or indirectly?
- To what extent has the capacities of elected representatives at the national and suco level been enhanced?
- Did the programme utilize external technical inputs effectively or where there gaps in technical capacity not addressed?

Coherence – *how logical is the programme design and implementation:*

- Is the programme design structured logically?
- Are there challenges implementing the programme design?
- Has there been any variance in implementation from the programme design, and if can this be attributed to the design structure?

Environmental constraints – *factors affecting achievement of results:*

- What factors have contributed to or hindered the programme's progress towards its expected outcomes and outputs including:
 - the extent the programme design and results framework clearly defined the expected goal, outcomes, outputs and indicators
 - the extent of the programme is supported and owned by the Political Parties, Elected Representatives including the women's parliamentary caucus (GMPTL) and women suco chiefs, and the NGO women's caucus?
 - the extent of financial support for the programme, and
 - the effectiveness of the project's monitoring in terms of its contribution to the programme's implementation

Sustainability – *partnership collaboration and capacities installed:*

- Are the partnerships with the Women's Caucus's including GMPTL and Women's NGO Caucus leading to sustainable institutional changes and results, i.e. what is the likelihood that the benefits from the programme will be maintained if the programme were to cease or has there been useful partnerships built?
- To what extent has the programme contributed to strengthening the capacity of the potential candidates and elected representatives at the national government and suco council level in terms of institutionalizing gender equality and women's empowerment in the policies, plans, and programmes of the national government and local councils?
- How effective has the programme's knowledge management practices been in promoting the adoption and replication of models?
- Are their indications that beneficiaries and or implementing partners have or will have sufficient ownership, capacity and resources to maintain the activity outcomes after UNIFEM (part of UN Women) funding has ceased? If not, what kind of support would be required for partners to reach the sufficient level of capacity?
- Are there areas of activities that are clearly not sustainable and what lessons can be learned and recommended strategies to address them?
- To what extent were sustainability considerations taken into account in the execution and conducting of the project's activities?

5. METHODOLOGY

It is recommended that a participatory evaluation approach will be used for this mid-term review. Four key methods for gathering information will be used for the assessment.

- a) A **desk review** of relevant documents including the programme level and programme level documentation (e.g. prodoc's, logframe's, performance monitoring framework's, progress reporting monitoring systems), and the UNIFEM (part of UN Women) Timor Leste's Country Strategy, the Government of Timor Leste' National Development Plan CEDAW Concluding Observations, etc.
- b) A **survey** of the programme beneficiaries, implementing partners, programme management team and donor's to gather quantitative data about the perceptions, opinions and satisfaction of the programmes key stakeholders on the programmes:
 - relevance to the Government of Timor Leste's National Development Plan
 - relevance to the CEDAW Concluding Observations released in 2009
 - coherence between the design of the focus of the programme
 - efficiency both in terms of administrative costs and timeliness of execution
 - effectiveness of programme in progressing towards its expected outcomes and outputs, with particular attention devoted to investigating the sustainability of the results to date including progressing gender equality and women's empowerment in Timor Leste
 - contribution of the programme to the competency and capability development of candidates and the elected representatives (particularly women) at the National and Suco level in gender equality and women's empowerment issues, and
 - changes to the external environment where the programme is being implemented
- c) Focus Groups **discussions** with key stakeholders excluding the programme management team to gather qualitative data to support the quantitative data on the perceptions, opinions and satisfaction of key stakeholders on the:
 - topics mentioned above, and
 - lessons learned and recommendations for a sustainable strategy for the next phase of the programme, and
 - what technical expertise may be required and how best might this be integrated into the programme delivery

- d) **One on One interviews** with key members of the programme management team to gather qualitative data on the perceptions and opinions on
- topics mentioned above,
 - the programme's efficiency, including its M&E system, effectiveness, coherence, relevance, and what opportunities exist and
 - the advantages or disadvantages of linking / aligning the programme with other UNIFEM (part of UN Women) and non UNIFEM (part of UN Women) related programmes being implemented

6. KEY STAKEHOLDERS

The key stakeholders in this review include:

- Leaders (current and past) of the women's parliamentary caucus (GMPTL)
- Leaders of the Women's NGO caucus (lead by Rede Feto)
- Selected representatives from elected women suco council members
- Country Programme Manager UNIFEM (part of UN Women) Timor Leste
- National IPWPDM Programme Coordinator UNIFEM Timor Leste
- Representatives from key donors including AusAid, Irish Aid, Norway based in Dili and UNDEF (if applicable)

Other stakeholders

- Selected representatives from major projects being implemented as part of the programme including TLMDC, Rede Feto, Alola, etc
- Representatives from UN agencies implementing projects related to Women in Politics and Decision Making
- M&E Officer UNIFEM (part of UN Women) Timor Leste

It is recommended that an evaluation group will be set up comprising a representative of the most relevant stakeholder to guide the mid-term review process. The role of the evaluation group will be extended to all phases of the mid-term review.

7. MANAGEMENT OF THE MID-TERM REVIEW

UNIFEM Timor-Leste will manage the mid-term review. During the mid-term review process, it will consult UNIFEM Regional Evaluation Specialist for technical inputs to the development of the TOR in consultations with the donors of the programme. Coordination in the field including logistical support will be the responsibility of programme management.

The existing information sources are the following key documents;

- a) IPWPDM Project Document, with a section on indicative outputs and timeline
- b) IPWPDM Annual Reports for 2007,2008,2009
- c) Annual work plans, approved project proposals, contracts with implementing partners, progress reports (narrative and financial)
- d) UNEG Ethical Code of Conduct
- e) UNEG Handbook for Human Rights and Gender Equality

8. TIMEFRAME AND PRODUCTS

The mid-term review will be conducted between October and November 2010.

Activities	Product	Deadline
Search and contracting of mid-term review team by UNIFEM (part of UN Women)		22 September – 7 October 2010 (15 days)
Initial desk review by mid-term review		9 October 2010 – 12 October 2010 (4 days)
Detailed planning; consultations with UNIFEM (part of UN Women) Timor-Leste, etc; as basis for the inception report	An inception report which contains the objectives, scope and description of the reviews methodology, data collection tools, data analysis methods, key informants/agencies (including interview guide), review questions and work plan with timing of activities and deliverables.	13 October 2010 – 19 October 2010 (7 days)
Information Gathering including survey, Focus Groups Discussions and interviews with key stakeholders		20 October – 31 October 2010 (12 days)
Preparation and discussions on preliminary findings, lessons learned and recommendations between mid-term review team, UNIFEM (part of UN Women) and Irish Aid	Power point presentation of preliminary findings, lessons learned, and recommendations.	1 November to 3 November 2010 (3 days)

Drafting of full report and five page executive summary	Draft full report (around 50 pages) highlighting key findings, conclusions, lessons and recommendations. The format of the evaluation will be agreed with the mid-term review team. Draft five-page executive summary.	5 November to 12 November 2010 (12 days)
Review by UNIFEM (part of UN Women) and Irish Aid	Written feedback to the evaluators	15 November to 21 November 2010 (7 days)
Finalising the full report and executive summary	Final evaluation report and five-page executive summary in print and electronic copies	23 November to 30 November 2010 (7 days)

Please note all documentation must be submitted in English.

9. COMPOSITION, SKILLS AND EXPERIENCE OF THE EVALUATION TEAM

The evaluation will be conducted by a team composed of at least 3 experts: an international consultant as Mid-Term Evaluation Team Leader, and 2 National Consultants as Team Members.

a. Mid-term Review Evaluation Team Leader – International Consultant

- At least a master’s degree; PhD preferred in any social science
- 10 years of working experience in the design, management and evaluation of development projects with at least 5 years of substantive experience in carrying out monitoring and evaluation for gender and development projects
- Experience in monitoring and evaluation and results-based management
- Proven experience as evaluation team leader with ability to lead and work with other evaluations experts
- Experience in capacity development essential
- Experience and knowledge on issues on women’s participation in politics and decision making in public life
- Experience in working with multi-stakeholders essential: government, CSOs, and the UN as well as multilateral/bilateral institutions.
- Familiarity with the socio-political conditions or situation in Timor-Leste and conditions affecting women and girls

- Ability to produce well written reports demonstrating analytical ability and communication skill
- Ability to work with the organisation commissioning the mid-term and with other stakeholders to ensure that a high quality product is delivered on a timely basis
- Fluent in English as well as knowledge of Bahasa Indonesia or Tetum

The Mid-Term Review Team Leader will be responsible for coordinating the evaluation as a whole, the evaluation team, the workplan and the presentation of the different mid-term review products.

b. Mid-Term Review Members – National Consultants (2 people)

- A Bachelor’s degree with at least 3-5 years substantive experience in research, gender and development
- 1 or 2 years experience in evaluating development programmes
- Experience in working with at least two of the following types of stakeholders: Parliament, Government, Civil Society, Multilateral Institutions
- Experience facilitating workshops for evaluation findings
- Good analytical ability
- Ability to work with a team
- Good spoken and written English
- Fluency in Tetum or Bahasa Indonesian

Examples of Delineation of Tasks between Team Leader and members of the mid term evaluation team:

Team Leader	Team Associate/Member
Finalise the research design and questions based on the feedback from the reference group	Assists the TL in the collation and desk review of programme document.
Presents the inception report to the Reference Group and incorporates their comments in the revision	Based on the approved inception report, assists in the coordination of data-gathering activities, including focused group discussions with clusters of respondents
Leads the coordination and conduct of data-gathering activities: desk review, focus group discussions and survey	Assist in data gathering: Field interviews and focus group discussions; Assists in the conduct and follow-up of survey

	questionnaire.
Data analysis, final report consolidation and packaging	Data analysis and drafting of report ;
Present the draft final report to the Reference Group and submit final revision	Co-present the final report and document comments.

The mid-term reviewers are required to submit two examples of evaluation reports recently completed when responding to the Terms of Reference.

10. Ethical code of conduct for the evaluation,

It is expected that the evaluators will respect the ethical code of conduct of the United Nations Evaluation Group (UNEG). These are:

- **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.

11. Annexes

The following documents should be appended to the TOR when provided to the evaluator(s):

- Quality Criteria for Selection of Proposals
- UNEG norms and standards for evaluation
- Programme document
- UNIFEM (part of UN Women) RBM manual