

TERMS OF REFERENCE - EXTERNAL EVALUATOR

Leadership for Strengthening Women's Political Participation through Dialogue in Yemen Project

I. Introduction

Responding to one of the great challenges facing nations in the 21st century, this project worked on political and social integration of women in Yemen. Building on the Club of Madrid's experience and ongoing activities in and around the region, this project worked with Yemeni women's organizations, political parties, the government, and other civil society actors to increase the profile, capacity and role of women leaders. Aimed at building consensus and networks in support of women's political rights across a broad spectrum of political and civil society actors, the initiative contributed to strengthening female political leadership with a long-term intention to increase public confidence in women political leaders and increased women's political participation.

Over the period of 16 months, and working in coordination with a local partner and associates, the Club of Madrid provided high-level strategic support and capacity building to female political and civil society leaders to promote greater political participation and social inclusion. The first mission and project activity identified key issues, state and non-state stakeholders and introduced the project and its goals to local counterparts. The subsequent three missions involved a series of workshops, dialogue sessions and advocacy programs focusing on: legislation to strengthen women's rights, equal opportunities and political participation; public awareness and gender sensitization campaigns; lobbying within political parties to secure women's appointment to leadership positions; and ensuring women's access to the political realm through increased political education and gender mainstreaming.

Through participation in the planned leadership workshops, networking and high-level advocacy activities, the Club of Madrid fostered greater skills and capacity among female and male government officials, politicians, and civil society activists to be better-positioned to sustain efforts to promote women's political participation. Club of Madrid's participation in gender awareness, local stakeholders' capacity building workshops, and high-level joint meetings with male and female political leaders, civil society leaders, and the general public, promoted greater acceptance of and confidence in women's political leadership.

II. Project Summary Outcomes, Outputs and Activities:

Implementation period: **September 1, 2008-December 31, 2009**

Overall intended outcome: Increase women's political participation, strengthen female political leadership, and create greater public confidence in women political leaders.

Specific outcomes that lead to overall intended outcome:

- 1) **Best practices** are identified and shared including gender quotas and other affirmative action policies, and responsive legal and policy frameworks for expanding women's participation are developed- increasing women's political participation.
- 2) **Experience sharing and dialogue** are facilitated between female national parliamentarians and outstanding women political leaders in the region, leading to High-level networks created to share knowledge and resources.
- 3) Women obtain **new resources and skills** to strengthen political leadership and involvement in political and social life.

- 4) **Consensus frameworks** are developed for further reforms, based on locally defined parameters.
- 5) **Greater gender awareness** is promoted, identifying the obstacles to women's political participation and the centrality of equal political participation for a functioning democracy.

Overall outcome indicators: Existence of consensus strategies, strengthened skills and capacity, existence of legal and policy proposals for reform, strengthened women's participation in political life, increased and improved public awareness of the importance of women's political participation and full integration into public life.

a) Existence of consensus strategies; number of female and male representatives of political parties, civil society, and officials in dialogue sessions; consensus declarations of participants on strategies.

b) Existence and number of specific legal and policy proposals; legislative debate on proposals; cabinet and executive discussions with reference to proposals; High-level meetings with national authorities to advance policy agenda of women's political participation.

c) Several skills training and leadership sharing workshops; large number of female and male representatives of political parties, civil society and officials in workshops; Gender awareness workshops for male political leaders.

d) Public participation leadership forums to discuss with constituencies about democracy and women's political leadership; public dissemination activities (lectures, television or radio).

Key Activities:

Survey Mission 1; Dialogue Mission 2; Dialogue Mission 3; and policy recommendations elaborated; Dialogue Mission 4

III. Purpose of the Evaluation

Key objectives of the external evaluation include:

- Inform the Club de Madrid, project partners and its donor about the final achievement of objectives and impact of the effort.
- Serve as a planning tool for future efforts of the Club de Madrid aimed at underpinning women's political leadership and participation and supporting democratic practice in the region in general and Yemen in particular.

IV. Evaluation Outputs

The evaluation output will include a final evaluation prepared by the external evaluator based on independent observation, consultation and analysis, to be presented to the United Nations Democracy Fund (UNDEF). Through a process involving the desk-based review of reports/documents and in-country stakeholder and women leaders consultation, the evaluator is expected to produce a report of the evaluation of the findings and recommendations based on the independent analysis of the performance and achievements of the project. The report will also indicate lessons learned from the project experience.

The report will indicate the methodology used for the evaluation (e.g. desk review, questionnaires and interviews, etc.) and provide a list of persons interviewed.

Outline of the Evaluation Report:

The final report will include but not limited to:

I) Executive Summary: Should be tightly drafted and not exceed 4-5 pages. It should focus on the main analytical points, indicate overall project and national, sub-regional and regional specific conclusions, lessons learned and recommendations;

II) Main text describing the *Leadership for Strengthening Women's Political Participation through Dialogue in Yemen* Project to be evaluated and evaluation objectives. The core of the report should include the following: a) General Information of the Project (i.e. Background of the Project, Programmed Objective, Components); b) An overview of the democratic political context and its institutional factors having a bearing on the project objective(s) and assess the justification of the project in this light and its expected impact; d) An overview of the major stakeholders and beneficiaries along with their involvement in the project implementation) Evaluation Objectives, Process and Methodology; e) Evaluation by Key Criteria (**effectiveness; sustainability; relevance; efficiency; impact;** see below), f) As appropriate, how the project targeted and involved women and/or marginalized groups.

III) Additional Considerations (if any); i.e. details on the reliability and validity of data. Data limits can also be mentioned.

IV) Findings, conclusions and recommendations: Wherever possible, for each conclusion there should be a corresponding realistic, operational and pragmatic recommendation. Recommendations should also be targeted to the appropriate audiences at all levels;

V) Annexes – Terms of Reference of the evaluation – Name of the evaluator and firm – Methodology applied for the end-term assessment (phases, methods of data collection, etc.) – M&E framework matrix – List of persons/organisations consulted – literature and documentation consulted – Other technical annexes (statistical analyses, etc.).

The **Key Criteria of evaluation** should cover the following elements:

- Assessment of the **effectiveness** of the project
The extent to which the project's stated objectives are achieved or the likelihood that they will be achieved for all project types. The effectiveness of the project should be assessed in accordance with the activities, outputs and outcomes detailed in the results framework to be enclosed in the final project document. Factors contributing to and detracting from the results are to be included in the evaluation report.
- Assessment of the **sustainability** of the project
The extent to which benefits or results from the project will continue or are likely to continue after UNDEF's support has come to an end (i.e. the lasting results, changes in behaviour, possible follow-up projects) including an examination on the design and implementation of the project, whether this impacted on the results of the project and if the results can be sustained beyond project completion.
- Assessment of the **relevance** of the project
The degree to which the project was justified and appropriate in relation to the need and situation on the national level.
- Assessment of the **efficiency** of the project
The analysis and the evaluation of the overall project performance, the outputs in relation to the inputs, the financial management, the implementing timetable.
- Assessment of the **impact** that the project has achieved and is likely to achieve in the future
This requires measuring the positive and negative effects produced or caused by the project on society or parts thereof. Usually the long term effects of a project is measured, for this requirement; the vendor is expected to capture any changes already seen in the relatively

short term or any potential catalytic effects that would influence the long-term impact of the project.

The evaluation report should also clearly:

- Analyze the **challenges** to the success and the lessons learned from managing projects by the Club de Madrid and its project partners, and by UNDEF
- Highlight the **lessons learnt** from the project from the results achieved, the process followed, the strategy applied and provide recommendations
- Analyze the **overall impact** of the project in targeting gender and marginalized groups
- Highlight **good practices, success stories, useful anecdotes**
- Analyze the **added value** of UNDEF funding

V. Duration

The duration of the assignment will be 4 weeks, including travel to Sana'a (Yemen), and of approximately 20 working days. **Period of evaluation:** August and July 2010.

VI. Indicative timeline:

- 1) announcement of vacancy July 23, until August 20;
- 2) external evaluator recruitment deadline: August 27;
- 3) contract signature: September 1
- 4) beginning of assignment: September 3;
- 5) end of assignment (and delivery of draft evaluation report to UNDEF and the CdM for comments before finalization): October 4 (total time of assignment: 4 weeks, of which, 20 billable days).
- 6) delivery of final evaluation report: October 15

VII. Selection process

Interested consultants or firms should submit the following materials in electronic format to clubmadrid@clubmadrid.org with "Yemen project External Evaluator" in the subject line **by August 20, 2010**. Only selected applicants will be contacted.

Note: Applications will not be considered without complete submission of below stated materials.

- A brief proposal of evaluation questions related to effectiveness, relevance and impact that respond to the issues identified in these Terms of Reference;
- A brief proposal of the methodological approach and tools to be used. A participatory approach is highly recommended.
- A description of the quality insurance process.
- A curriculum vitae of the person responsible for the evaluation, with detailed information about prior relevant experience;
- A written sample of project/programme assessment analysis and reporting;
- Any suggested modifications to these Terms of Reference deemed advisable.

The ideal consultant or firm selected for the monitoring and evaluation function will have the following relevant experience and qualities:

- Postgraduate degree in Political Science, Public Administration, Security Studies, Gender and Development Studies, or any relevant social science field.

- Professional experience in design, implementation, appraisal and/or evaluation of projects with political content, gender issues, or human rights concepts.
- Experience in and understanding of the Middle East and North Africa region, especially in Yemen.
- Project evaluation experience related to the gender equality and women’s empowerment, and strengthening women’s participation in the policy processes is a distinct advantage.
- Practical knowledge of and experience of the region, especially of Yemen
- Understanding of the goals, strategy, assumptions and limitations of this Project; and
- Strong English language written and verbal skills; demonstrable report writing competencies. Knowledge of Arabic would be a plus.

The Club de Madrid will sign a contract with the consultant or firm selected for the evaluation function for services to be rendered prior to initiating evaluation activities.

<p>This project has been implemented with the financial assistance of the United Nations Democracy Fund (UNDEF). The contents of this document are the sole responsibility of the Club of Madrid and can under no circumstances be regarded as reflecting UNDEF’s position.</p>
