



## TERMS OF REFERENCE

### FINAL Evaluation of 'Making Women's Voices and Votes Count'

A project led by IT for Change, supported by UN Women Fund for Gender Equality

**Type of Contract:** Consultancy

**Based in:** India

**Consulting days:** 27 days

**Time period:** 29<sup>th</sup> January to 10<sup>th</sup> April 2015

**Application Deadline:** 25<sup>th</sup> January 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.

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.

Across these grants, the Fund advances two major inter-related project 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.

## 2. Description of the Intervention

Under the Women's Political Empowerment area, the FGE was granted to IT for Change for implementing the project entitled "Making Women's Voices and Votes Count" in Gujarat and Karnataka states in India. It commenced on 01 January 2013 and is scheduled for completion on 30 June 2015. Its overall budget is USD 2,80,000.

'Making Women's Voices and Votes Count' has sought to leverage the potential of digital technologies for strengthening the capacities of Elected Women Representatives (EWRs) and building a peer network, strengthening their linkages with their women's constituencies and creating an alternative local discourse on gender and governance, across 3 sites: Kutch and Bhavnagar (Gujarat) and Mysore (Karnataka). The project is being implemented by a consortium of organisations (here-

inafter referred to as Partners). IT for Change is the project leader, and is also spearheading the Mysore intervention. The effort at the Kutch site is led by the co-lead – Kutch Mahila Vikas Sangathan (KMVS); while that in Bhavanagar is led by ANANDI.

The project aims to strengthen local women's political constituencies in 3 districts of India, to meet the following outcomes:

- (a) Increased networking among EWRs and active participation of EWRs and women's groups in gender-responsive governance
- (b) Increased realisation of claims and entitlements, by women, in the 3 project sites
- (c) Advocacy and campaigns at local and institutional levels for a shift in local public discourse towards gender equality.

### Theory of Change

In the two decades following the constitutional amendment granting political reservation to women in local government bodies, considerable ground has been covered by capacity building efforts undertaken by various agencies in the Indian context, in enabling EWRs to meet the demands of their public-political roles. However, the odds continue to remain stacked heavily against women in local politics, and they remain overwhelmed by the everyday manifestations of institutional patriarchy. For the spirit and intent of the law to be realized fully, a women's political constituency needs to be anchored at the local level. But this is possible only if the huge disconnect – among elected women and their peers, and between EWRs and grassroots women's collectives engaged in struggles for gender justice – is addressed headlong. The information society context seems to offer a point of social discontinuity for a new politics of gender justice. By providing the space for horizontal connection, exchange, collaboration and community building, Information and Communication Technologies (ICTs) can help redefine capacity building through processes of ongoing, peer-supported pedagogy, strengthen trans-local linkages and open up new spaces for political voice and expression. 'Making Women's Voices and Votes Count' seeks to capitalise upon this digital opportunity, by adopting the following key strategic directions:

1. Strengthening linkages between EWRs and marginalised women's collectives, by organising face to face meetings, as well as utilising the potential of Interactive Voice Response System technology for the trans-local networking of geographically dispersed women.
2. Setting up and operating women-owned community information centres at the sub-district (block) and village level, with the close involvement of EWRs and women community leaders, in order to enable marginalised sections of the community to successfully exert claims and effectively access their entitlements.
3. Using community media for solidarity-building and citizenship education of EWRs and women's collectives, and use of community monitoring tools for carving out an alternative discourse on gender and governance in the local public sphere. Also using local and national spaces for advocacy to recommend ICT-enabled local governance models that are gender responsive.

The detailed Project Management Framework explaining the Outcomes-Outputs-activities rationale guiding the project, is enclosed at [Annexure 1](#).

### 3. Purpose and Use of the Evaluation

FGE sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant project and to contribute to global know-how in the field of gender equality. The project which started in January 2012 ends in June 2014; and therefore, it is critical to carry out a final evaluation to assess the impact of the project and capture the lessons for future programming and scaling up. The main purposes of the Final Evaluation are outlined below:

- To assess the impact of the project through the outcomes and outputs set out during the conceptualisation of the project using the Standard Evaluation Framework – Relevance, Effectiveness, Efficiency, Sustainability and Impact.
- To document the lessons learnt and capture best practices emerging from the current phase of the project.
- Suggest Recommendations for future programming, replication and scaling up.

### 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 (IT for Change, Kutch Mahila Vikas Sangathan and ANANDI) and UN Women to make strategic decisions on the future direction and design of the project and its Annual Work Plan.
- The National Mission for Empowerment of Women, Government of India; and the Ministry of *Panchayati Raj* has shown keen interest in scaling up some of the ICT-enabled strategies the project has demonstrated. The report will help to deepen the partnership and build on the existing work.
- 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. The Scope of the Evaluation

#### Geographical scope:

The direct beneficiaries of the project include a core group of 122 elected women representatives, across 92 *panchayats* in the project area (Mundra and Nakhatrana blocks of Kutch district; Sihor and Umralla blocks of Bhavnagar district; and Hunsur and H.D.Kote blocks of Mysore district). The wider group of beneficiaries comprise 1000 elected women and 900 women community leaders across these *panchayats*. Other key stakeholders the project has interacted with, and influenced, include – elected men representatives and officials from these 92 *panchayats*, key departmental officials at the block level, community members who are part of *panchayat* standing committees, and government field workers such as ASHA and anganwadi workers. In addition, the project has created a new set of community institutions – the ICT-enabled information centres operated by young women infomediaries and managed by women's collectives/federation of elected women representatives. The evaluation will cover a sample of the primary and secondary beneficiaries, from select *panchayats* in the project area, and it will necessitate travel to the three project sites.

A **Baseline Survey** for the project was carried out in 2013, by the implementing organisations, with inputs from the UN Women Fund for Gender Equality. The baseline survey sample is detailed in the table below:

State	Block/District	Panchayats	EWRs (Survey)	EWRs (Focus groups)	Women's collectives (Focus groups)	Male elected members and family members of EWRs (Focus groups)	Info mediaries (Focus groups)
<b>Gujarat - KMVS</b>	Mundra and Nakhatrana blocks of Kutch district	35	41	16	12	5	6
<b>Gujarat - ANANDI</b>	Sihor and Umralla blocks of Bhavnagar district	50	23	24	44	6	
<b>Karnataka</b>	Hunsur and H.D.Kote blocks of Mysore district	7	15	8	20	5	4
<b>Total</b>		<b>92</b>	<b>79</b>	<b>48</b>	<b>76</b>	<b>16</b>	<b>10</b>

**Stakeholder Coverage:** The evaluation will cover the following key Stakeholders both at State and National level. This is an indicative listing, and will be finalised when the evaluation begins:

National level	Team from UNWOMEN India; Ex-director of NMEW.
State level	Members of the Karnataka <i>Panchayat Raj</i> Act Amendment Committee, the implementation team, Reference group constituted for the purpose of this evaluation.
District level	Officials and elected members who have supported the project.
Block level	Line department authorities at the block, block Panchayat authorities who have been associated with the project, representatives of the SHG federation partnering the project.
Panchayat level	Elected women who the project has directly worked with, elected male representatives, extension workers, community leaders, infomediaries, <i>Panchayat</i> level officials – former and currently serving, members of women's collectives/ women leaders in the community.

**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 its efficacy and the extent to which it has allowed the partners and UNWOMEN to work in a coordinated manner.

## **6. Evaluation Questions**

The Consultant should be guided but not limited to the scope of the evaluation questions listed below which will need to be contextualized to the specific project during the Inception Report. The Consultant should raise and address any other relevant issues that may emerge during the evaluation.

### **Relevance:**

- Are the project outcomes addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the project contribute to shaping women's rights priorities?
- Do the activities address the problems identified?
- What rights does the project advance under CEDAW, the Millennium Development Goals and other international development commitments? What are the rights debates around ICTs and the Internet that the project design responds to?

### **Effectiveness:**

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- Were there any unexpected results /unintended effects (negative or positive)?
- What are the reasons for the achievement or non-achievement?
- To what extent are the intended beneficiaries participating in and benefiting from the project?
- Does the project have effective monitoring mechanisms in place to measure progress towards results?
- To what extent have the objectives been achieved, and do the intended and unintended benefits meet the needs of disadvantaged women?
- To what extent have capacities of duty-bearers (including in local government), and rights-holders been strengthened as a result of the project?
- What are the changes produced by the project on legal and policy frameworks at the local, national and/or regional level?

### **Efficiency:**

- Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- Assess the level of investment, both human and financial resources, committed for implementing the project. Analyse the Budget and Expenditure over the two year period.

- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- Have the outputs been delivered in a timely manner?
- Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- How has the partnership between the three organisations involved in the project contributed to efficiency and its advocacy potential?
- To what extent are the inputs and outputs equally distributed between different groups of women, and have the potentials of disadvantaged women (poor, racial, ethnic, sexual, ethnic, and disabled groups) been fully utilized to realize the outcomes?
- How does the project utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

### **Sustainability:**

- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time if the project were to cease?
- Did the project establish linkages with the Community Based Organizations and the Government at all levels in order to sustain the interventions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- What operational capacity of the lead agency and other implementing partners, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?
- What adaptive or management capacities of the lead agency and other implementing partners, such as learning, leadership, project and process management, networking and linkages have been supported?
- Do grantees have the financial capacity to maintain the benefits from the programme?
- Review the contextual factors which are important in the sustaining and replicating the project interventions and its impact.
- Assess the extent to which the Partners have been able to institutionalize or link with the Government/Non-Government Partners/CSOs.
- Assess the factors required to scale up initiatives in each of the two project areas and strategy to do so if required.

### **Impact:**

- What are the intended and unintended, positive and negative, long term effects of the project?
- To what extent can the changes that have occurred as a result of the project be identified and measured?
- To what extent can the identified changes be attributed to the project? What are the positive and negative changes produced directly or indirectly by the project on the opportunities of different groups of women, and on the socioeconomic conditions of their localities?
- What is the evidence that the project enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?

- To which extent efforts have been successful to stop harmful and discriminatory practices against women?

#### Project Management

- Review the capacities (technical, administrative and advocacy skills) of the Partners to deliver the project objectives and how they can be strengthened to improve impact
- Review the project management and implementation structures and processes, and the lead agency's role in the overall design.
- Review the M&E Framework including log frame indicators, tools and processes the Partners use to monitor and report their activities. Review the processes used to systematically document any advocacy initiatives that were undertaken?

#### Partnership Management

- Assess the level of engagement between the Partners and key Stakeholders at all levels and the ability to leverage the partnership process to inform the advocacy strategy.
- Assess the value of addition of UN Women in terms of the resources, oversight and technical support

### **7. Existing Information Sources**

- Concept note
- Project documents
- Partner Progress Reports
- Published documents
- Consultation Reports
- Financial Reports
- 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.

The Consultant will have the following responsibilities:

- a) An initial meeting of the Consultant with the Partners and UN Women (through phone /skype), 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 a data collection and 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, 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 about 8 to 10 pages in length.

- c) A Reference Group will be set up by the Partner agencies in consultation with UN Women for quality assurance of the Evaluation process. The Reference group is expected to provide inputs on the Methodology and Tools.
- d) The Consultant will review the draft quantitative/qualitative tools for the baseline shared by the Lead Agency and guide its finalisation.
- e) The Consultant will orient the team of surveyors and provide guidance on collection of baseline data. The consultant will also be responsible for quality check of completed survey forms.
- f) The Consultant will orient and guide the data entry process to be undertaken by project staff, against the results framework indicators (as identified in the baseline survey). The data will be used to review the progress against the project outputs and outcomes. Additionally, the data will also inform the future activities, targets and recommendations.
- g) The Consultant will use the compiled data for analyses and reporting.
- h) The Consultant will use Qualitative Tools to seek feedback from the beneficiaries, key Stakeholders, Partners and UN Women staff based in Delhi.
- i) The Consultant will collect Case Studies from Partners to reflect best practices from the project areas.
- j) Based on the findings using quantitative and qualitative methods, the consultant will use the data to validate and triangulate the information to review the impact of the project against the Evaluation Framework mentioned above.
- k) The Consultant will share the Draft Report and make a presentation on the key findings to the Reference Group.
- l) Based on the feedback from the Reference Group, the Consultant will finalise the draft report.

## **9. Tentative Timeline**

The Consultancy is expected to begin in January 2015. The first draft of the Evaluation Report will be submitted by 31<sup>st</sup> March 2015, and the revised, final Report by 10<sup>th</sup> April 2015. The Consultant will be expected to provide 27 days of inputs over a period of 3 months, from 29<sup>th</sup> January to 10<sup>th</sup> April, 2015.



Action	By When	Number of Days
Signing of Consultancy Contract	29 <sup>th</sup> January 2015	
Briefing and Desk Review of secondary Documents	31 <sup>st</sup> January 2015	2
Inception Report and its finalisation (Including tools)	12 <sup>th</sup> February 2015	3
Undertake interviews and field trips to project sites - including in-depth interviews and focus group meetings – covering Gujarat, Karnataka, New Delhi	15 <sup>th</sup> February – 10 <sup>th</sup> March 2015	11
Data Analyses + Drafting the Report	10 <sup>th</sup> March to 31 <sup>st</sup> March 2015	8
Presentation + finalization of the report	1 <sup>st</sup> April to 10 <sup>th</sup> April 2015	3

## 10. Deliverables

Expected key outputs will include:

- An agreed evaluation inception report by 12<sup>th</sup> February 2015. The inception report should detail the evaluators' understanding of what is being evaluated and why, 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.
- A Draft Report, summarizing key findings and recommendations to be shared with the Reference Group by 31<sup>st</sup> March 2015.
- A presentation on the initial evaluation findings and recommendations to the Reference Group and stakeholders at a meeting by 5<sup>th</sup> April 2015.
- A final, comprehensive Evaluation Report, not exceeding 60 pages in hard and soft copy to be submitted to the Partners by 10<sup>th</sup> April 2015.

## 11. Management of the Evaluation

The Evaluation will be commissioned by the Lead Agency, IT for Change. The Consultant will report to the joint coordination team comprising the Executive Director of IT for Change and the Fund for Gender Equality focal point at UNWOMEN.

## 12. Payment Schedule

The payments will be made in tranches based on the deliverables:

- 10% upon delivery of the final inception report
- 20% upon completion of field visits

- 40% upon delivery of draft evaluation report
- 30% upon delivery of final evaluation report

### **13. Skills and Competencies**

The Consultant will be India-based and should have the following qualifications and experience:

- Masters degree in gender studies, social sciences, or other relevant disciplines.
- Over 10 years of professional work experience in international development with specialization in Programme Evaluation in the development sector.
- Demonstrated knowledge of and experience in Governance and Women's Empowerment programmes.
- Expertise in project planning and monitoring, including in logical frameworks and indicators.
- Excellent analytical skills and prior experience of both quantitative and qualitative data analysis.
- Experience in using statistical packages and in gender related data analysis.
- Excellent writing skills and the ability to explain technical terms in a non-technical language.
- Fluency in English (both writing and oral).
- Working knowledge of Hindi and familiarity with at least one South Indian language.