

**ANNEX II**  
**TERMS OF REFERENCE**  
**Final Evaluation of the Programme:**  
**“Women Supporting Women”**  
**Dalia Association**

**Type of Contract:** Companies Service Contract – within the scope of Evaluation

**Location:** oPt

**Time period:** 1 month

**Application Deadline:** 26- November/ 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. It is a leading fund that provides multi-million-dollar grants in the field of gender equality and the empowerment of women; it is dedicated to advancing the economic and political empowerment of women around the world. With generous support from the Governments of Spain, Mexico, Norway, the Netherlands, and more recently, from 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’s grants are awarded directly to government agencies and women’s organizations so that they can turn gender equality commitments into real life gains. The awards focus on advancing women’s economic and political empowerment, particularly women in situations of marginalization. Ranging from USD 200,000 to USD 1 million, the grants are distributed for a period of one to three years. Once the awards are granted to national gender advocates for women’s economic and political empowerment, the Fund aims to support interventions that support women to gain power - personally and socially – and assist them to act independently and access the means and processes for making important decisions about their lives and their communities. The programmes aim to shift unequal political, social and economic power relations between individuals and social groups through two types of interventions:

- Actions that support women’s access to and control over resources and assets; and the development of new skills, capacities and confidence to engage in different areas of public and private life
- Actions that create enabling environments by transforming the institutions that structure and reinforce power relations, whether they be in the family, marketplace, and/or the State

Efforts to support empowerment must focus on both aspects, delicately balancing and coordinating changes in institutional structures and in capacities like persuasion, mobilization and analytical capacity skills, with access to credit, political space and land/property. One part of empowerment is an individual’s ‘power to’ make decisions, have authority and the capacity for self-determination over material, financial, organizational, informational and intellectual

skills. Self-esteem and the opportunity to make decisions and take on responsibilities must be supported. Alongside increasing individual power, there is a need to address the institutional context and structural conditions that influence an individual's knowledge, assets and will. This includes informal institutions such as social norms and customs that shape public opinion on women, and formal institutions such as state laws, acts and legislation, the market and the society that women face in their everyday lives.

Both agency and structural power can constrain and support autonomy and choice. The Fund for Gender Equality's work is founded on the theory that a person is empowered if they have the personal capacity to influence power relations, the agency to make choices and if the informal and formal institutional contexts support them to enact that choice. The Fund for Gender Equality builds on this approach to obtain an indication of how supported activities contribute to empowering women. These are the two action areas in which the Fund collects and aggregates data from the programmes to assess the overall performance.

Since 2009, the Fund has awarded US\$ 55 million to 93 grantees working in 69 countries. By supporting women's organizations and government entities, in partnerships and coalitions, the grants are empowering women to raise their voices and influence in political spheres and to compete in and transform the markets around them. More than ever, women are engaging as equal members of the societies they live in and leading more equitable development in their countries.

The programme implemented by the Dalia Association and entitled "Women Supporting Women" is an FGE-supported programme being undertaken in Palestine. The period of implementation is January 2014 through December 2015 and includes a total budget of \$200,000.

#### Dalia Association:

Dalia Association was established in 2007 by members of the Palestinian community from the West Bank, including

East Jerusalem, Gaza Strip, Israel, and the Diaspora. We are diverse in terms of age, gender, religion and politics, yet

we are united by our vision -- to realize our rights as Palestinians to control our resources and sustain our own

Development for generations to come. Our mission is to mobilize and properly utilize resources necessary to

empower a vibrant, independent and accountable civil society.

To achieve our mission, we:

- ✓ **Make grants** to support inspirational and relevant civil society initiatives, especially grassroots efforts that seek to supplement local resources. Community-controlled grantmaking increases the transparency, accountability and professionalism of local initiatives.
- ✓ **Link resources by** introducing people with expertise, ideas, contacts, equipment, and other assets to community activists who can use them to serve their communities. Effectively utilizing resources that already exist in our abundant community helps decrease our dependence on outside resources.

- ✓ **Encourage giving** by locals, companies, and refugee and Diaspora Palestinians We revive local traditions of philanthropy and volunteerism and create new systems that make giving easier, safer and more trustworthy. A permanent endowment will be built over time to ensure sustainable income for current and future generations.
- ✓ **Advocate for systemic change** in the international aid system so that it respects Palestinian rights and responds to local priorities. Advocacy includes constructive engagement with innovative donors who want a local partner to help them improve their policies and maximize their impact.

### **The Program (Women Supporting Women) :**

Dalia's Programme proposes to contribute to changing societal trends and norms related to women's participation in the public life. The programme is based on developing the capacity of community women leaders, and community based associations, who can earn their communities trust and share the responsibility of leading the development efforts in their communities. This established confidence of women's capabilities from the community and the continuous participation in development efforts at the community level by the targeted women will empower them to participate in decision making as women become more confidence in raising their voices and their issues, and the community will become more receptive to women's participation in decision making. This community trust and confidence in women capabilities shall manifest itself in the results of local and national elections, with more women candidates and winners.

The programme is based on developing the individual and organizational capacity of the targeted women and the CBO's they represent. Women representative of the CBO's will be trained on grant and project management, and upon completion of the training the CBO's will receive a grant from Dalia to initiate and implement a community based development project. CBO's will be required to prepare all project documents (administrative, financial and reporting) thus preparing CBO's to develop management manuals and improved monitoring mechanism. The community based development project will allow the women to apply their skills in grant and project management and will engage them with community members, thus contributing to building the trust-relationship between women CBO's and the community .

Targeted women will also develop the necessary knowledge and awareness about gender equality. Training and awareness raising sessions will be organized for the targeted women to ensure they are aware of their rights and their responsibilities towards the development of their communities. The training and awareness sessions will also equip the women with the necessary knowledge to advocate for women causes.

The organizational capacity of the targeted women associations will be developed further by initiating a shared fund, the "Women's Fund"; three Women's Fund will be established, one in each targeted governorate, with membership representing each of the four CBO's targeted in each governorate. A mechanism for managing the fund will be developed by the CSO's with general guidance of Dalia. The fund will provide the CBO's with a mechanism to expand their development efforts beyond the lifetime of the programme. Dalia with the support of an external consultant will assist the CBO's in finding a mechanism for ensuring the sustainability of the Funds.

The trained women's and the selected CBO's capacity will also be developed by strengthening networks and working relations among the CBO's themselves and with other civil society organizations at the local and district level. The targeted CBO's in each governorate will utilize the Women's Fund platform to transfer their experience and newly acquired knowledge and will join national campaigns in support of women causes.

The CBO's will further share their experience by initiating a Community Alliances in selected localities targeted by the programme. These alliances will consist of local community organizations, local government units, community activists and leaders. The alliances will use the Women Fund model in that it will focus on development issues related to the needs of the community and will lobby with decision makers for delivering. Targeted women's participation in these alliances will be effective, as they will use their knowledge and experience to focus on their community's issues and priorities and will be able to raise and utilize necessary resources, utilize established networks, lobby and advocate and practice accountability towards community issues. Working through successful alliances will highlight women role in their community and earn their community confidence as well. , which will evolve within women's This will also provide women members of the alliances added leadership skills to what they already acquired through training and managing the grants. This necessarily will create a community model which could contribute to a positive change of attitudes towards more community confidence in women development and their leadership capabilities and potentials.

**This will all be accompanied by an important element: women monitoring and accountability, and enhancing women's integrity in leadership:** The project will seek to strengthen women's leadership based on the principle of transparency, integrity and accountability, and to activate the role of partner institutions through monitoring and encouraging practicing accountability. Three supervisory teams will be formed throughout the program implementation, one team in each governorate, to monitor the Women's Funds and alliances work, and to practice lobbying and advocacy and work together with other women's organizations to adopt women public issues. This is in addition to the oversight teams that will be created for each of the CBO's which will be charged with monitoring the work of the CBO.

The programme has 2 key outcomes:

- Outcome 1: Women for Women for effective leadership that enjoys credibility from the community for optimal utilization of resources
  - Output 1.1: **The skills of 60 CSO women in management aspects and practical application of grants are developed**
  - Output 1.2: **The efficiency of 60 CSO women from 12 institutions in the leadership, decision-making and gender to enhance their leadership role is enhanced**
  - Output 1.3: **12 women's organizations are able to operate and manage the Women's Fund to support their institutions and their societal role**

- Outcome 2: **Women leadership within coalitions is enhanced and women leaders are integrated into community work through lobbying and advocacy and accountability towards their concerns and issues.**
- Output 2.1 : **12 women's institutions are capable of networking, advocacy and lobbying for their cases in a sustainable and justifiable way**
- Output 2.2: **3 coalitions with women initiatives are formed, and contribute to leading development work in the local community (village / camp ) based on the priorities identified by the local community and responsive to gender needs**
- Output 2.3: **30 members of the of community's monitoring committees over funds and projects are effective and hold coalitions and women accountable regarding their effectiveness, fulfilling their development, community, and women responsibilities**

## 2. Justification

Since [July 2010](#) FGE announced 93 Programmes in Asia Pacific, Latin America and the Caribbean, Eastern Europe, Arab States and Africa would receive grants to fast track women's empowerment and advance gender equality. Grant amounts ranged from US\$ 100,000 to US\$ 500,000. 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.

As a result of the FGE Grant making cycle of 2011-2012, the vast majority of Arab States grantee programmes began in January 2013; NINE two-year programmes due to end in December 2014; ONE programme is a one year and half year Programme due to end mid-2014; FOUR three-year programmes due to end in December 2015; ONE also two-year programme, yet still to be launched in 2014, due to also end in December 2015.

The Fund works under a Results-Based Management (RBM) Framework which guides the design, implementation, and monitoring of all grantee programmes, and should inform and guide the evaluation process. (Box 1 provides more information on the RBM Framework used by FGE).

Under the FGE's Monitoring and Evaluation Framework, undertaking mid-term and final evaluations are key prerequisites for the Fund's grantees. The grantee organization PCPD & JCW is therefore seeking to work with an Evaluation Team (ET) to undertake the rapid Final Evaluation(FINAL EVALUATION) of its programme.

## 3. Purpose and Use of the (FINAL EVALUATION)

The **overall purpose** of the final evaluation is to assess results of activities against programme outputs and outcomes as per programme document.

The three main objectives of the evaluation are:

1. Provide credible and reliable judgments on the programs' results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results, that is **to assess** the programme implementation (identifying results achievements in relation to proposed overall goal, outputs and outcomes, and detecting problems at managerial and technical levels).
2. **To propose corrective measures** in order to improve performance towards any similar future strategic programming achieving results and learning at the program level during the final period of programme implementation.
3. **To identify and assess program achievements lessons learned and success stories.**

FINAL EVALUATION would be used to inform AWCSW and UNWomen/FGE by providing evidence-based data on results toward Strategic Plan goals and outcomes more specifically in relation to the evaluated program, as well as on institutional policy and programming. Also, it will be used for communication and fundraising to a wide range of audiences, including donors, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other development actors.

**Specifically the evaluation will assess:**

1. To what extent the programme was efficiently implemented and delivered quality outputs and outcomes, against what was originally planned or subsequently officially revised.
2. To what extent the programme has attained development results to the targeted population, beneficiaries, participants - whether individuals, communities, institutions, etc. - therefore improving political empowerment of women in Palestine.
3. To what extent has the organization programme team worked to ensure the sustainability?
4. Has the organization programme team efficiently and effectively worked to complete all activities designed to ensure the intended deliverables?

**As a guideline**

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. Final Evaluations of programs are a vital piece of this mandate.

The main purpose of this 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 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.

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) is the ideal opportunity to set an agenda for the future of similar programme or some of their components (sustainability) through a Management Response. It is also an excellent platform to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level.

**4. Scope of the Final Evaluation**

The scope of the evaluation will be delimited by three dimensions: timeframe, and geographic and thematic focus:

|  | <b>Final Evaluation</b>                               |
|--|---|
| <b>Program</b>   | “Women Supporting Women”                              |
| <b>Timeframe</b><br>The program period to be covered by the evaluation | 1 January 2014 – to – 31 December 2015                |
| <b>Geographic</b>  | The West Bank -Jenin, Salfeet, and Ramallah districts |
| <b>Thematic Scope</b>  | POLITICAL EMPOWERMENT                                 |

**5. Evaluation approach and Methodology**

The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG norms and standards<sup>1</sup> and will analyze the effectiveness, efficiency, relevance, impact and sustainability.

The methodology will be developed by the Evaluation Team and presented for approval to the Evaluation Task Manager/Reference Group taking into consideration the implemented 2013 MTE (Mid Term Evaluation) methodology.

<sup>1</sup> See annex 3 for UNEG’s Ethic Code of Conduct.

The methodology should use a combination of quantitative and qualitative research methods that are appropriate to address the main evaluation questions. The entire methodology will ensure a fully participatory process, engaging multiple stakeholders from the planning to the final reporting stage. It will also ensure that a human rights and gender equality perspective is integrated within its methodology and throughout the analysis. This is particularly important to understand and assess programme addressing complex, intersectional issues in women's rights.

**The evaluation methodology will include<sup>2</sup>:**

- A combination of instruments and methods for data collection (interviews, observations, focus groups, literature review, survey, rating, knowledge test, site visits, etc) and identify a wide range of data collection sources (documents, filed information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups, media).
- Methodological framework to be used to achieve the Final Evaluation goals. This will include a tailored evaluation questions matrix that will include evaluation criteria, questions, indicators, and sources of information (to be developed by evaluators during the inception phase)
- A work plan and mission plan; clearly indicating timing of activities, deliverable deadlines and resources referring to annex 1 (Evaluation Time line).
- Definition of approaches for the analysis and interpretation of data.
- Risk and mitigation strategy.
- Communication and reporting strategy for dissemination of evaluation results.

The evaluation will use methods and techniques as determined by the specific needs of information, the availability of resources and the priorities of stakeholders<sup>3</sup>. 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 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

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<sup>2</sup> The proposed methodology is to be considered as initial guideline; the selected Evaluation Team will further refine the approach and methodology and submit detailed description in the proposal and Inception Report.

<sup>3</sup> 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-Responsible-Evaluation.pdf](http://www.unifem.org/evaluation_manual/wp-content/uploads/2010/02/Evaluation-Methods-for-GE-HR-Responsible-Evaluation.pdf)



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, illiteracy needs to be factored in, or language barriers). When appropriate, audiovisual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation.

**Suggested questions:**

- What is the level of grantee progress towards planned programme results? (Effectiveness)
- Are results achieved by grantee impacting women's lives? (Impact)
- Are grantee interventions efficient and delivering value for money? (Efficiency)
- Are the grantee processes, structures and results preparing for sustainability beyond the life of the programme? (Sustainability)
- Are the monitoring and reporting tools used adequately capturing progress and results, and are they working under a RBM/evidence based framework? (Methodological, M&E)
- What are the main recommendations to the grantee to strengthen the programme (in terms of RBM, management, technical support)?
- What are the key corrective measures that the grantee needs to improve performance in achieving results and learning at the programme level?
- How can the grantee best prepare for final evaluation? What are the changes to the programme framework and PMF that need to be changed/strengthened to ensure the evaluability of the programme?

## **6. Evaluation Criteria, Questions**

Following the UN Women Evaluation Policy and United Nations Evaluation Group guidelines, evaluations are often organized around the standard OECD evaluation criteria, which are relevance, effectiveness, efficiency, impact and sustainability of the programs. Each evaluation must integrate gender and human-rights perspectives throughout each of these areas of analysis and within its methodology<sup>4</sup>. This is particularly important to understand and assess programs addressing complex, intersectional issues in women's rights.

### **The evaluation should be answering the following questions:**

#### **Relevance:**

- Are the programme outcomes addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the programme contribute to shaping women's rights priorities?
- Do the activities address the problems identified?
- Is the programme design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

#### **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?

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<sup>4</sup> Please see ["Integrating human rights and gender equality in Evaluation: towards UNEG guidance"](#) (available in English, Spanish, French and Arabic)

- To what extent are the intended beneficiaries participating in and benefitting from the project?
- What are the changes produced by the programme on legal and policy frameworks at the national and regional level?
- To what extent have capacities of gender equality advocates have been enhanced as a result of the programme?
- To what extent and in what ways did the programme contribute to the goals set by UN Women at the country and global levels?

**Efficiency:**

- Is the programme 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?
- Have the outputs been delivered in a timely manner?
- How does the programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

**Sustainability:**

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?
- What operational capacity of grantees, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?
- Do grantees have the financial capacity to maintain the benefits from the programme?
- Do grantee has the managerial capacity to maintain the benefits from the programme?
- What sustainability plans are being put in place and how best to maximize on available resources to ensure sustainability of the initiative?

**Impact:**

- What are the intended and unintended, positive and negative, long term effects of the programme?
- To what extent can the changes that have occurred as a result of the programme be identified and measured?
- To what extent can the identified changes be attributed to the programme?
- What are the positive and negative changes produced directly or indirectly by the programme on the opportunities of different groups of women, and on the socioeconomic conditions of their localities?

## **Management of the Evaluation**

### **Skills and Competencies**

Dalia Association is seeking consultants with a strong record in conducting evaluations, with excellent knowledge of monitoring and evaluation in theory and practice. The consultants should have the following skills and competencies:

- Relevant experience of program evaluation
- Familiarity with different methodologies for evaluation
- Demonstrable experience of working with/evaluating NGO work
- Ability to write concise, readable and analytical reports and understanding of public communications
- Demonstrable relevant experience with participatory evaluation methods with beneficiaries

Send updated CV and proposal to [info@dalia.ps](mailto:info@dalia.ps) . Deadline for receipt of application is Nov 26, 2015. We apologize that we are not able to contact applicants who do not meet the minimum qualifications.