

Advancing Transformational Leadership for Gender Justice in the Caribbean UNDEF/UN Women/IGDS Mona, UWI/CIWIL

Terms of Reference Consultant Evaluation of Project

Location: Caribbean Region
Expected Duration of Assignment: Five Weeks
Expected Starting Date: March 05th 2012
Languages Required: English

Background:

Countries in the English-Speaking Caribbean all enjoy robust post-colonial democratic traditions, characterized by regular elections, peaceful transfer of power and relatively high levels of voter participation in elections. With very few exceptions, stable parliamentary democracies have been able to respond in some measure to expectations for increased accountability and citizen participation.

Despite high levels of participation by women in the political process as voters and campaigners, relatively few women are chosen as candidates and even fewer are elected to positions of leadership in elections as well as in the leadership of political parties. The pattern is similar in public and private sector institutions: few women in top leadership positions.

Women's presence, voice and influence in parliamentary processes remain inadequate given their very low levels of participation in parliamentary leadership roles. This marginalisation is the result of a culture of exclusion, lack of community support, bias within political structures, limited resource base, lack of transparency in selection processes within political parties, an inadequate understanding by women on the functioning of the political system and an absence of systems for mentoring women. These obstacles are systemic – woven into the economic, cultural and political fabric of societies.

With the support the United Nations Democracy Fund (UNDEF) and UN Women as executing agency, the Institute of Gender and Development Studies, Mona Unit at the University of the West Indies in Jamaica (IGDS Mona Unit) successfully sought a partnership with CIWIL to undertake a two-year, regional project with the principal aim of promoting women's equal participation in politics and decision-making, as well as advancing transformational leadership by women in the Caribbean region, with particular emphasis on Belize, Jamaica, St Kitts and Nevis, and St. Lucia.

The immediate objectives of the project were to:

- Build leadership and governance capacity among women in political parties and civil society organisations through training and mentorship programmes
- Build political will and commitment to increase the number of women involved in political leadership, governance and decision-making in political parties, parliamentary processes and national leadership through regional training, public dialogue, mentorship, advocacy and social/political communications
- Promote effective coordination and networking between political parties and CSOs including women's organisations to increase commitment to gender equality in governance, and gender-responsive policy making.

The project sought to meet these objectives through the complementary and interlocking strategies of capacity development, partnership/alliance building, knowledge provision and advocacy through the following main activities:

- i) Training institutes for women in political and/or civil society leadership,
- ii) Mentoring/internship with/in political parties and civil society organisations;
- iii) National public dialogues on women's political thought and Caribbean governance issues; and
- iv) Gender-sensitive political communications and advocacy.

Three training institutes, "Advancing Transformational Leadership for Gender Justice in the Caribbean" sought to ensure the empowerment of women –through leadership that is grounded in the principles and values of equity, equality, justice, democracy, caring, non-violence and cooperation. This programme was complemented by assisting to build relationships for the women completing the course with other women seasoned in leadership, power and decision-making roles. Training was further enhanced by the trainees participating in national dialogues/consultations on the centrality of women's equal participation to democracy and effective governance, rooted in critical issues affecting the participating countries. They also developed their capacity by using the resource materials and learning tools that will be made available on the CIWIL website.

1. Project Evaluation Report

A final output of the project *Advancing Transformational Leadership for Gender Justice in the Caribbean*, will be a report which evaluates the outcomes of the project, as they relate to meeting established objectives. The report will focus on examining the project activities, their intended results, and the successes and/or opportunities in the delivery of these activities, based on the evaluation tools, resources, and information provided by the implementing agency (IGDS Mona Unit, UWI) and its partners (CIWIL, UN Women and other agencies). The report will form part of the final project documents submitted to the donor agency, in fulfilment of the agreement between UNDEF, UN Women and the IGDS Mona Unit.

The Evaluation Report will provide descriptive evidence of the results derived from the project, exploring (and providing a detailed explanation of) its overall contribution to fuelling change among the target groups, and within the overall socio-political environment. The report is therefore expected to speak to change (impact) in the promotion of the participation of women in politics and civil society leadership, and political will to support women as public leaders and recommendations on how this can be sustained within the four main participating countries.

As such, the report should answer the following qualitative and quantitative questions inter alia;

- Has the project achieved its objectives and outcomes and what were the lessons learnt?
- How have the participants benefitted from, and made further use of the information shared and lessons learned through training and sensitisation?
- How many participants have advanced their public leadership positions through the electoral process, appointments, promotions, etc.?
- What commitments have political parties, civil society agencies demonstrated to enhance gender equality in leadership and promote the participation of women at the highest levels of decision-making in political or public life?
- What initiatives/activities were undertaken to build relationships among women aspiring for leadership and those who have achieved positions of leadership and decision.
- What partnerships have been formed as a result of the project, and how will they serve to benefit the target group(s)?
- How have the various project activities and interventions served to promote the values of, equality, justice, democracy, caring, non-violence and cooperation, and the principles of equal participation, good governance and gender justice?

Further questions will be developed by the implementing agency and the Consultant to best demonstrate the overall successes, and challenges, of the project and lessons learnt. Focus will be placed on the views of the participants/target groups, the partner and implementing agency to provide supporting evidence and measurable results in evaluating the two-year initiative.

2. Work Assignment

The IGDS Mona Unit is seeking the services of a highly qualified consultant with extensive experience of project evaluation, gender and leadership, to evaluate the project against agreed objectives, activities planned and outcomes expected, and prepare a comprehensive report on the project.

Specifically, the consultant will undertake the following tasks:

- Meet with the Implementing Agency to review the initial Project Document and clarify the aims and objectives, activities planned and intended outcomes of the project as well as the process of the evaluation and the main tasks;
- Review all supporting documents and information provided by the implementing agency;
- Consult with key stakeholders as needed through virtual and/or in-person meetings.;
- Evaluate achievements against planned objectives and outcomes;
- Synthesise and analyse the information through the use of a logical framework (Logframe), the project's monitoring and evaluation framework;
- Prepare and submit a comprehensive analysis of the results with recommendations.

The report structure will be provided to the Consultant, in accordance with UNDEF guidelines.

3. Outputs

During the course of the contract, the Consultant will be expected to provide the following outputs;

- **Inception Report**, with detailed methodology, and timeframe submitted electronically to IGDS Mona
- **Draft Evaluation Report** submitted electronically to IGDS Mona Unit in English, which should at least include the following:
 - An analysis of the socio-political context in which the project took place in the four participating countries;
 - Changes in the level of representation of women in politics in the four participating countries in 2009 and 2012;
 - Evidence and analysis of the project's possible contribution to improving the participation of women in political and public life ;
 - An analysis of the administration of the project by the implementing agency: project coordination, execution, monitoring, and reporting . looking at successes, challenges, opportunities as they impacted the delivery of the project in accordance with the project proposal;
 - Evidence and analysis of the project achievements against aims and objectives to include: the training institute, and its success in advancing leadership and governance capacity; the ability to build and/or strengthen sustainable partnerships among participants and participating organisations and groups; the use of media and technology in knowledge-building and information sharing
 - Feedback and testimonials from the institute's participants, sharing their

thoughts and experiences on the process and its impact on them; Evidence of the political and public participation of the graduates including (elections in Nevis, St. Lucia, Jamaica, and Belize (local government) since the inception of the programme);

- Evidence of the attainment of other positions of leadership by the leadership institutes' participants
 - Lessons learned by the participants, implementing agencies and participating organisations
 - Evidence of change in the commitment and/or political will of target groups to increase the participation of women in politics, leadership and decision-making through policy change, special measures, and other means
 - An analysis of the broader project impact on the region, in advancing the promotion of transformational leadership, gender equality and gender justice
 - A thorough evaluation of all related components of the project
- **Final Evaluation Report**, revised and submitted on receipt of approval by IGDS Mona UWI.

4. Timeframe

The consultancy is expected to last five weeks commencing Monday 05th March 2012, with the final report submitted on or before April 06th 2012

5. Qualifications of the Consultant

The ideal candidate for the Consultancy should bring solid academic and professional background in the field/area of social assessment, gender, political science and socio-political and economic development

Education

- Advanced university degree in Gender and Development, Political Science, Social Sciences or any other relevant field.

Work experience

- At least four years of relevant project evaluation, management and/or project monitoring and evaluation experience.
- Work-experience in the Caribbean is highly desirable.
- A minimum of three years of experience in data analysis and analytical report writing.
- Familiarity with the project is considered an asset

Other skills:

- Strong research, analytical and excellent report writing and communication skills.
- Excellent computer skills particularly related to Microsoft Office and other relevant software (Word, Excel, SPSS).
- Ability to use electronic communication media (e.g Skype, or MSM)

6. Budget

The report is supported under the UNDEF project, *Advancing Transformational Leadership for Gender Justice in the Caribbean*.

The budget available for the Evaluation is \$US 11, 250.00

ACTIVITY	FEES PAYABLE
Professional fees	
- 20% Payable on submission and acceptance of the Inception Report	2250
- 40% Payable upon satisfactory completion and submission of Draft Report	4500
- 40% Payable upon satisfactory completion and submission and acceptance of Final Report	4500
TOTAL	11,250

7. Timelines

The duration of the Consultancy is fixed. It is anticipated that the Consultancy will last five weeks.

ACTIVITY	DAYS ALLOCATED
Meeting with IGDS Mona and review of Project Document and Introductory exchange of related tools and resources for the evaluation Preparation of inception report	6
SUBMISSION OF INCEPTION REPORT	
Consultations with stakeholders Analysis of data and preparation of draft report	12
SUBMISSION OF DRAFT REPORT	
Review of feedback on draft report and preparation of final report	7



SUBMISSION OF FINAL REPORT	

8. Management and Oversight

The work will be carried out under the oversight of the implementing agency, IGDS MonaUnit in consultation with the Caribbean Institute for Women in Leadership (CIWiL) and UN Women. As such, this team will provide: Technical, advisory and logistical support for the Consultant, such as documents and contact details of relevant stakeholders to ensure that the Consultant can undertake the consultancy with reasonable efficiency.