## Terms of Reference

**National/International Evaluation Consultant for the UN Women Rwanda Final Evaluation of the Joint Programme “Advancing and Sustaining Gender Equality Gains in Rwanda”**

<table>
<thead>
<tr>
<th><strong>Job Title:</strong></th>
<th>National &amp; International Evaluation Consultant for the Final Evaluation for the Joint Programme &quot;Advancing and Sustaining gender Equality Gains in Rwanda&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of advertisement:</strong></td>
<td>Globally advertised (Including jobs.undp.org)</td>
</tr>
<tr>
<td><strong>Category (eligible applicants):</strong></td>
<td>External (applicants external to UN Women and other UN Agencies)</td>
</tr>
<tr>
<td><strong>Practice area:</strong></td>
<td>Evaluation and Gender Equality</td>
</tr>
<tr>
<td><strong>Application Deadline:</strong></td>
<td>05 April 2018</td>
</tr>
<tr>
<td><strong>Type of Contract:</strong></td>
<td>Special Service Agreement (SSA)</td>
</tr>
<tr>
<td><strong>Duty Station:</strong></td>
<td>Home based and Kigali, Rwanda, with potential travel to field locations within Rwanda</td>
</tr>
<tr>
<td><strong>Language required:</strong></td>
<td>English, knowledge of French both Consultants and Kinyarwanda for National Consultant is an asset</td>
</tr>
<tr>
<td><strong>Expected Starting Date:</strong></td>
<td>16 April 2018</td>
</tr>
<tr>
<td><strong>Duration of initial contract:</strong></td>
<td>30 working Days</td>
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### I. Background

Grounded in the vision of equality enshrined in the Charter of the United Nations, UN Women works for the elimination of discrimination against women and girls, the empowerment of women and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women’s rights at the centre of all its efforts, UN Women leads and coordinates the United Nations system’s efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States’ priorities and efforts, building effective partnerships with civil society and other relevant actors.

The UN Women Rwanda Country Office works alongside other UN agencies to support the Government of Rwanda in achieving national development priorities, the Sustainable Development Goals (SDGs) and other international development aspirations. While Rwanda
falls into the group of Low Human Development countries on the Human Development Index (HDI), it is amongst the countries with the highest increase in HDI values since the beginning of the new millennium. In 2003, Rwanda adopted one of the world’s most progressive Constitutions in terms of its commitment to equal rights for all, gender equality and women’s representation in decision making organs. The country’s commitment to gender equality and women’s empowerment is reflected in the ratification and implementation of international conventions and instruments including the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the Beijing Platform for Action, the African Charter on Human and People’s Rights and the SDGs. According to the World Economic Forum’s Global Gender Gap Report 2016, Rwanda is ranked 5th worldwide and 1st in Africa in promoting gender equality.

However, despite numerous successes achieved in terms of gender equality and women’s empowerment, Rwandan women still face gender-specific challenges. Women’s literacy rates are lower than their male counterparts’ and there are limitations to women controlling resources, managing businesses and fully participating in decision-making. Gender-specific roles hamper women’s potential, with a significant amount of women’s time spent on unpaid domestic chores. Violence against women remains a challenge in Rwanda and cultural norms and unequal power relations between men and women, boys and girls, undermine the social, economic and political contributions of women and girls to their own development, that of their families, communities and the nation. Thus, within the Delivering as One UN framework, UN Women Rwanda Country Office works alongside other UN agencies to support the Government of Rwanda in achieving national and international development aspirations. Leveraging UN Women’s technical expertise and comparative advantage within the Delivering as One context, the UN Women Rwanda Strategic Note 2014 – 2018 focuses on the areas of women’s leadership and political participation, women’s economic empowerment and the elimination of gender-based violence.

It is within this context that the Joint ONE UN Programme “Advancing and Sustaining Gender Equality Gains in Rwanda” is implemented in Rwanda. The program seeks to advance and sustain gender equality gains in Rwanda through an institutional strengthening of the National Gender Machinery, the mainstreaming of gender principles into policies, programmes and budgets, through strengthened accountability mechanisms for gender equality and support to guaranteeing women’s equal access to productive resources. The 5-year program ends in June 2018 and the final program evaluation aims at assessing the progress made towards the achievement of program outputs and overall performance of the programme, to highlight best practices, document lessons learned and to provide forward-looking recommendations to guide future programming by UN Women and its partners.

The final evaluation of the Joint Programme will refer to the guiding documents for evaluation at UN Women, including the Evaluation Policy, Evaluation Chapter of the UN Women Program and Operations Manual, the Global Evaluation Report Assessment and Analysis System (GERAAS) evaluation report quality checklist, the United Nations System-wide Action Plan.
Evaluation Performance Indicator (UN-SWAP EPI) and the Evaluation Handbook. These documents serve as the frame of reference for ensuring compliance with various evaluation requirements and assuring the quality of the evaluation report.

II. Description of the programme

The Programme “Advancing and Sustaining Gender Equality Gains in Rwanda” is a joint programme between the Government of Rwanda represented by the National Gender Machinery and the ONE UN in Rwanda (UN Women, the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA)). The programme led by UN Women as managing agent is funded by the Swedish International Development Agency (SIDA) and has four main implementing partners namely the Ministry of Gender and Family Promotion (MIGEPROF), Gender Monitoring Office (GMO), National Women’s Council (NWC) and Rwanda Women Parliamentary Forum (FFRP). Other institutions such as the Ministry of Finance and Economic Planning (MINECOFIN) and Civil Society Organizations including PROFEMME TWESExHAME, New Faces New Voices and Plan International Rwanda have been used as Responsible Parties to implement targeted interventions falling within their core areas of expertise.

The Joint Programme is articulated around four main strategic priorities:

(i) Institutional strengthening of the National Gender Machinery,
(ii) Grounding gender equality into policies, programmes and budgets at all levels,
(iii) Strengthening accountability mechanisms for gender equality across economic sectors and districts, and
(iv) Increasing access to productive resources for vulnerable women.

After an initial two-year project phase which lasted from October 2013 to September 2015, the programme was extended on a no-cost basis until December 2016. To expand the programme’s outreach and strategic outcomes, and to deepen initial programme results based on recommendations of a mid-term review conducted in June 2016, a cost-extension until June 2018 was agreed.

The cost-extension was based on a Bridge Action plan, taking into account newly emerging priorities including the formulation of a new Rwandan medium term national development plan, the new agenda 2030 for sustainable development and the preparatory for the formulation of a new UNDAP.

The programme duration is now fully aligned with the five-year Rwandan Economic Development and Poverty Reduction Strategy 2013–2018 (EDPRS II) and the ONE UN UNDAP.
III. Purpose (and use of the evaluation)

The final program evaluation forms an integral part of the project document agreed upon between the donor and the ONE UN Rwanda. As is the practice for UN Women managed programme cycles, it is recommended that at the end of implementation, a final evaluation should be carried out to assess the programme or project relevance, efficiency, effectiveness and/or sustainability.

The purpose of forward-looking evaluation is both to examine programmatic progress towards the achievement of project outputs and to generate recommendations that support future programming. The evaluation will contribute to generating substantial evidence on results achieved, as well as to identifying lessons learned and best practices which will support strategic planning. The evaluation findings and recommendations will be used by UN Women to inform program planning, especially in view of the development of the new UN Women Rwanda Strategic Note 2018 - 2023. The evaluation findings will also help duty bearers, particularly the National Gender Machinery, to effectively position Gender Equality and Empowerment of Women (GEEW) in the new National Strategy for Transformation (NST), the implementation of which is due to start right after completion of this Joint Programme.

Rights holders, specifically women movement organizations at grassroot level, are expected to use this evaluation to enhance their application of evidence-based strategies to promote women’s leadership at the local level and to strengthen women leaders’ capacity in both elective and non-elective positions.

The evaluation will be used by UN Women as knowledge base on good practices. As part of the evaluation, a Theory of Change will be developed that will help structure the debate on the possible pathways for contributing to long-term changes and sustainability of the gender equality and women’s empowerment gains achieved in Rwanda.

IV. Objectives

The evaluation aims at assessing the progress made towards the achievement of overall and specific objectives of the project, to document achievements, gaps and lessons learnt and to provide recommendations and best practices to guide future programming by UN Women and other stakeholders.

The specific evaluation objectives (please see details under key questions in Annex 1) are:

1. To assess the relevance of the Programme with regard to the extent to which the expected results of the project address the rights and needs of the targeted beneficiaries vis-à-vis the specific country context, to consistency, ownership and congruency, technical adequacy, and complementarity of programme with other initiatives;

2. To determine the effectiveness of the programme in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results with a special focus on the normative framework and how the global normative and intergovernmental
frameworks have shaped the national policy and legal framework with the support of the Joint Programme.

3. To assess the extent to which the management structure including the Human and financial capitals were applied to their best use to support the efficiency of programme implementation

4. To assess the sustainability of the programme including the participation of partners in planning and implementation of interventions, as well as assessing the probability of long-term benefits from the project based on measures taken to ensure that results initiated by the programme will be sustained on cessation of donor support;

5. To provide forward-looking recommendations that may be used in future programming and to document lessons learned, success stories and good practices in order to capitalize on the experiences gained.

In light of the above specific objectives, the following are some of the key evaluation questions, whereas the selected individual evaluators are expected to refine the questions in their inception report but Annex 1 in these TORs provides a comprehensive list of detailed evaluation questions which will be adapted by the selected evaluation team during the evaluation inception phase

Relevance
- To what extent are the interventions in the Joint Programme relevant to the needs and priorities as defined by beneficiaries?
- To what extent are the Joint Programme’s interventions aligned with relevant normative frameworks for gender equality and women’s empowerment?
- What is UN Women’s comparative advantage in this area of work compared with other UN entities and key partners?

Effectiveness
- To what extent were the expected outcomes achieved and how did UN Women and other participating UN agencies contribute towards these?

Efficiency
- To what extent does the management structure of the intervention support efficiency for programme implementation?

Impact
While this is not an impact evaluation as such the following questions should be addressed:
- To what extent was gender equality and women’s empowerment advanced as a result of the Joint programme’s interventions?
- What were the unintended effects, if any, of the intervention?

Sustainability
- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
• How will the benefits of the JP’s interventions be secured for rights holders (i.e. what accountability and oversights systems were established or strengthened by the Joint programme)?

V. Scope of the evaluation

Timeframe: The evaluation will cover the entire project inception and implementation period, including the original programme document (2013 - 2016) and the bridge phase (2017 - June 2018).

Geographical coverage: The evaluation will cover selected Districts where the programme has operated in or provided services.

Programmatic coverage: The final evaluation is expected to be conducted against all the UNDAP outcomes and outputs it was aimed to address as well as core Joint Programme outcomes and outputs ¹ The evaluators will reach out to as many stakeholders as possible and collect necessary information from UN Women, UN Resident Coordinator’s Office, UNDP, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and UNFPA as participating agencies to respond to the evaluation questions. From non-UN implementing partners, the National Gender Machinery institutions (MIGEPROF, GMO, NWC and FFRP) as well as decentralized beneficiary organizations and individuals are expected to be a privileged source of information for the evaluators. Direct project beneficiaries at the district and central level should also be consulted. The evaluator will specify the methodology to be used to identify and collect relevant information from respondents which have to represent both Duty bearers and right holders.

VI. Evaluation design (process and methods)

The evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards available at [http://www.unevaluation.org/document/detail/1914](http://www.unevaluation.org/document/detail/1914), UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system, see Section 10 of this TOR. Once finalized the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). GERAAS standards and GERAAS rating matrix are available at [http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations](http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations).

As a gender-responsive evaluation, this final evaluation will apply mixed methods, including quantitative and qualitative data collection and analytical approaches. During the inception phase, a desk review of relevant documents will be done prior to other data collection such as individual interviews with stakeholders, field visits and focus group discussions. Preliminary discussions with the Evaluation Management Group will take place during this desk review and inception phase.

¹ The timing of the final evaluation entails to limit its scope up to end of April 2018.
Based on the above description of the Joint Programme to be evaluated and on consultations with the Evaluation Management Group, the evaluators will specify the approach to address the purposes and objectives of the evaluation and determine the instruments and methods to gather relevant information and data. These processes and methods will be captured in the evaluation inception report, which will be validated by the Evaluation Reference Group. All UN Women evaluations must be gender responsive and participatory throughout the entire process.

The evaluators will have to take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

This evaluation is formative in nature because it is expected to produce evidence and facts that will guide the planning of UN Women support to the Rwanda National Gender Machinery and the entire leadership and political participation pillar within the framework of UNDAP 2 (2018-2023) as well as the upcoming UN Women Strategic Note 2018-2023, which are both in support of Gender Equality and Empowerment of Women (GEEW) as part of the National Strategy for Transformation (NST).

VII. Management of evaluation

An evaluation manager from the UN Women Rwanda office will oversee the overall evaluation process and coordinate the evaluation management group. The UN Women evaluation management group comprising members from senior management, the programme officer responsible for the Joint Programme and the regional evaluation specialist will be in charge of the direct management of the evaluation. The responsibility for final approval of the evaluation ToR, selection of the external evaluation team, inception report and final evaluation report lies with the Evaluation Management Group but in consideration of technical inputs from the Evaluation reference Group. The EMG will also prepare the management response and disseminate evaluation findings. The evaluation manager will facilitate communication between evaluators, Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG).

An Evaluation Reference Group (ERG) comprised of nominees from the National Gender Machinery, Implementing Partners and UN Participating agencies will be constituted. The Reference Group will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation under guidance from the Senior Managers of the programme’s National Steering Committee i.e Senior Managers of the NGM institutions and the One UN participating agencies. As the Coordinating body for the National Gender Machinery, MIGEPROF will lead the ERG. The ERG will provide guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the
evaluation team. It will also support dissemination of the findings and recommendations. In that capacity the ERG members will be expected to:

- Act as source of knowledge for the evaluation;
- Act as an informant of the evaluation process;
- Assist in the collection of pertinent information and documentation;
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and implementation of the management response;
- Participate in any meetings of the reference group;
- Provide input and quality assurance on the key evaluation products: ToRs, inception report and draft evaluation report;
- Participate in the validation meeting of the final evaluation report;
- Participate in learning activities related to the evaluation report.

The independent evaluation team, comprised of a Lead International Consultant and a National Consultant will work in close collaboration and consultation with both the Evaluation Management Group and Evaluation Reference Group.

**VIII. Evaluation Phases, Deliverables and Time frame**

The evaluation is expected to start on 16 April 2018 and to be concluded by 28 May 2018. The whole evaluation process from drafting of the ToRs to the management response will last 3 months, of which 45 calendar days amounting to 30 working days will be allocated for the evaluators. The following table includes the evaluation phases, timeline and responsible person or body:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timeframe</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final ToRs (after consultations with reference group and management group)</td>
<td>4 days (12-15th March)</td>
<td>UN Women evaluation manager</td>
</tr>
<tr>
<td>Recruitment of evaluator(s) (After 15 days of advertisement and a maximum of 2 days of evaluation of the candidates’ bids)</td>
<td>17 days (19 March – 05 April)</td>
<td>UN Women evaluation manager</td>
</tr>
<tr>
<td>Contracts signing</td>
<td>16 April 2018</td>
<td>UN Women evaluation Manager and Operations Manager</td>
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<tr>
<td>Inception phase (Inception meeting with UN Women, desk review of relevant documents, draft inception report, inception meeting and finalization of inception report)</td>
<td>5 working days (post contract signing)</td>
<td>Evaluator</td>
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Conduct stage (data collection, data classification, sharing of preliminary findings with UN Women and ERG) | 8 working days (post validation of the inception report) | Evaluator
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Reporting stage (analysis and preparation of first draft report) | 10 Working days (post final data collection) | Evaluator
Presentation and review of the interim report in a workshop with ERG | 3 working days (post-interim report submission) | Evaluator & Evaluation reference Group
Production and submission of Final Evaluation Report | 4 Working days (from reception of final comments on the interim report. The period includes the validation workshop of the final report) | Evaluator & UN Women Evaluation Manager and the Evaluation Reference Group
Use and follow-up including management response | 2 weeks post final report | Evaluation Management Group & Steering Committee

The draft/ final evaluation report should follow the following structure:
- Title page, Table of Contents and Acronyms
- Executive Summary
- Background and purpose of the evaluation
- Programme description and context
- Evaluation methodology and limitations
- Findings
- Analysis and Conclusions
- Recommendations
- Lessons learned (if applicable)
- Annexes

The final evaluation report and evaluation management responses will be publicly disclosed in the UNW GATE system at http://gate.unwomen.org/

IX. Evaluation team composition, skills and experiences

The evaluation will be conducted by a team of two external consultants including one international evaluator, who will act as team leader. The evaluators must have proven experience and familiarity with gender responsive evaluation, gender equality and leadership and political participation for women.

Required Skills and Experience of the International Evaluator:
- Minimum education of master’s degree in economics, sociology, public
administration, international development, gender/women studies or related areas. A special training or certification in Monitoring, Evaluation and Results Based Management is considered an asset;

- 10 years of working experience in designing and leading evaluations, and at least 5 years of experience in evaluations specifically related to gender equality and women leadership and political participation;
- Experience in evaluation of programs with a budget of over USD 1 million;
- Quantitative and qualitative data analysis skills;
- Proven ability to produce high-quality reports and proven communication skills. Proven ability to undertake self-directed research;
- Experience in participatory approach is a must as well as facilitation skills and ability to manage diversity of views;
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, nationality and age sensitivity and adaptability.
- Familiarity with the political, economic and social context of the Republic Of Rwanda is an asset;
- Fluent in English, knowledge of French or Kinyarwanda would constitute an asset.

The National Evaluator will work under the guidance of the International Evaluator, and shall also possess expertise in conducting gender-responsive and rights-based evaluations.

**Required Skills and Experience of the National Evaluator:**

- Minimum education of master's degree in economics, sociology, public administration, international development, gender/women studies or related areas. A special training in Monitoring, Evaluation and Results Based Management is considered an asset;
- 3 years of working experience in evaluation, and at least 1 year experience in evaluation of development and gender equality related programmes;
- A strong record in supporting designing and conducting gender-sensitive evaluations and experience in evaluation of programs with budget over USD 1 million;
- Ability to produce well written reports demonstrating analytical ability and communication skill. Proven ability to undertake self-directed research;
- Experience in participatory approach in evaluation and ability to manage diversity of views;
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, nationality and age sensitivity and adaptability.
- Familiarity with the political, economic and social context of the Republic of Rwanda;
- Fluent in English and Kinyarwanda. Knowledge of French is considered an asset.

**X. Ethical code of conduct**
The evaluation of the project is to be carried out according to the ethical principles and guidelines established by the United Nations Evaluation Group (UNEG Ethical Guidelines) including the following:

- **Anonymity and confidentiality**: The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality;
- **Responsibility**: The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Project in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted;
- **Integrity**: The evaluator will be responsible for highlighting issues not specifically mentioned in the TORs, if this is needed to obtain a more complete analysis of the interventions;
- **Independence**: The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof;
- **Incidents**: If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the programme Steering Committee through UN Women Evaluation Manager. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results as per these ToRs;
- **Validation of information**: The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report;
- **Intellectual property**: In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review;
- **Delivery of reports**: If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it. In order to show commitment to adhere to the above ethical principles the selected evaluators will sign the UN Women Evaluation Consultants Agreement Form.

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**ANNEXES**
Annex 1 Detailed Evaluation questions which will have to be adapted by the selected evaluators in the inception report if found appropriately needed for more substance of the evaluation.

**Evaluation Criteria Questions**

<table>
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<tr>
<th>Evaluation criteria</th>
<th>Questions</th>
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<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td>Have the project objectives been addressing identified needs of the target groups in national and local contexts in order to realize their rights?</td>
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<td>Did the activities address the problems identified?</td>
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<td>Were the programmatic strategies appropriate to address the identified needs of beneficiaries?</td>
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<td>Has the project contributed to aligning national strategies, policies, plans and budgets with global and international normative framework on gender equality such as CEDAW , UNSCR 1325 , Beijing Platform of Action ,....?</td>
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<tr>
<td><strong>Effectiveness</strong></td>
<td>To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?</td>
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<td>What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project?</td>
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<td>To what extent have beneficiaries been satisfied with the results?</td>
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<td>Does the project have effective monitoring mechanisms in place to measure progress towards results?</td>
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<td>Has the project adapted (when necessary) to changing external conditions to ensure benefits for target groups?</td>
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<td>To what extent capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced?</td>
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<td>What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why?</td>
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<td>How effective information sharing and dissemination activities were set up to increase the visibility of the project among stakeholders?</td>
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<td>Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UN Women in ESA Region?</td>
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<td>What documented changes have occurred on individual, community/local and national levels (through National Gender machinery) since the start of the project, and do they illustrate a positive, negative or neutral shift in the addressing needs gender inequalities ?</td>
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<tr>
<td>Efficiency</td>
<td>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?</td>
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<td>What measures have been taken during planning and implementation to ensure that resources are efficiently used?</td>
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<td>Have the outputs been delivered in a timely manner?</td>
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<td>Have UN Women’s organizational structure; managerial support and coordination mechanisms effectively supported the delivery of the project?</td>
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<td>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?</td>
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<td>Are project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development?</td>
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<td>Inclusiveness</td>
<td>To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed?</td>
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<td>What mechanisms were put in place by project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities?</td>
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<td>Sustainability</td>
<td>What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed?</td>
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<td>Is the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?</td>
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<td>Are national partners committed to the continuation of the project (or some its elements) after funding ends?</td>
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<td>To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?</td>
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<tr>
<td>Impact</td>
<td>What measurable changes have occurred as result of institutional support to National Gender Machinery and members of Women’s Organizations at local level?</td>
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</table>