Terms of Reference
for
Terminal Evaluation of Women's Political Participation and Leadership Project Peace Building Fund (PBF)

GENERAL INFORMATION	
Service/Work Description	End of Project Evaluation
Project title	Strengthening women's political participation and leadership through reformed legislation, community-level leadership, and political parties' engagement in The Gambia
Post Title	Individual Consultants 1. International Consultant 2. National Consultant
Country	Gambia
Expected Places of Travel	Field visits in the country
Duration	50 Working Days

1. Evaluation Context

Gambian women make up more than half of The Gambia's population and a full 57 percent of its registered electorate. And yet, in the April 2022 legislative elections, only 8 percent of candidates were women. Only 3 of the 19 women who stood were elected and only one of those represented a political party, the other 2 being independent candidates. This is the same number of women who were elected in the legislative elections of 2017, indicating a certain stagnation when it comes to women's political empowerment in the country. During the local government elections in 2023, 17 women councilors and 1 woman Mayor were elected compared to 7 women councilors and 1 woman Mayor in the previous cycle.

The problem exists not only at the level of the National Assembly but at all echelons of elected office in The Gambia. In fact, the further down one looks in the political hierarchy, the smaller is the proportion of women who hold office. Only 3 of the 22 Ministers (13.6 percent) in the current Cabinet are women, down from 21 percent in the previous Cabinet. Only 5 women sit in the current 58-seat National Assembly (8.6 percent), down from 10.3 percent in the previous National Assembly. In the private sector, only 17.4% of managerial positions in The Gambia are occupied by women and only 33.7% of senior and middle management positions in the formal work sector are held by women. Moreover, women who do participate in decision-making platforms tend to be 40 or older, with young women being particularly poorly represented in positions of leadership.

At the community-level, similar observations can be made. Indeed, there is extremely low women
representation in the various local council decision making bodies, for example currently there are less than 2% of women across the District Tribunals (DTs), Village Development Committees (VDCs), Ward Development Committees (WDCs), Technical Advisory Committees (TACs) and the local government councils.

In The Gambia, the root causes driving marginalization of women in politics and leadership include
traditional and cultural norms; economic and social factors; political and legal factors; institutional
factors, among others. Traditional norms and gender stereotypes have been major setbacks in making progress towards women political participation and representation. Traditional gender roles assigned to women as caregivers and domestic workers have tended to confine women into the private realm and are therefore traditionally valued more than their personal political ambitions, interests, and achievements. Gambian communities are built on patriarchal foundations fueling the actions and perception of the society to make decisions and form norms and roles that are detrimental to women's participation in leadership.

2. Project's Overview

The project *"Strengthening women's political participation and leadership through reformed legislation, community-level leadership, and political parties' engagement in The Gambia"* (WPL Project) is funded by the UN Peacebuilding Fund and implemented by UNFPA, UNDP and UNICEF. The project is the gender marker 3, with gender equality as a principal objective and allocated 100% of the total project budget USD 2 million to GEWE. The project contributes directly to the PBF Focus Area 2.2 Democratic Governance and UNSDCF outcome 1.2: "Governance and Human Rights: Improving governance and fighting corruption – Institutional reforms implementation to ensure rule of law and guarantee the protection of the human rights of all, including access to justice, gender equality, access to basic services, and democratic participation in decision-making processes. Likewise, the project contributes to the SDG goals and targets as follows:

SDG 5.1: End all forms of discrimination against all women and girls everywhere.
SDG 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
SDG 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

The project is built on the conviction that women play a more critical role in peacebuilding if they occupy positions of authority where their voices and contributions are respected. Supporting women to get elected to office to hold other influential positions is therefore critical to increasing their peacebuilding roles at national and local levels. The project has been designed in this premise with the goal of increasing the number of women in leadership positions and decision- making platforms at all levels by addressing some of the constraints and inhibitors preventing women from political participation, local community leadership structures and peacebuilding processes, namely legal frameworks, cultural norms, and limited competencies of aspiring women and Gender Equality and Women Empowerment (GEWE) advocates. The project works for strengthening national legislation, legal framework, and political parties' bylaws to ensure women political participation, promote more women in leadership positions at the community level and empower female candidates through capacity building. The work around legal framework notably supports the passage of the women reservation bill and the adoption of new constitution and these documents have provisions to

reserve 17 seats to women and persons living with disabilities (PWD) at the National Assembly (NA). The project further works with the inter party committee to have bylaws and strategies at place to create spaces for more women to participate in the political process through the political party. The project works with the community structures like the VDC, WDC and traditional institutions to build the social capital of more women to engage in leadership and in the peace conversation within the community.

With the overarching goal to increase the participation and number of women in political and decision-making roles specially at local governance structures in a sustainable and inclusive manner, the project has adopted three strategic approaches: i) strengthening national legislation and political parties' bylaws – notably through the establishment of quota systems, ii) building capacities of a range of stakeholders including CSOs, youth and influential leaders to increase the number of women in leadership positions and in decision-making platforms at the community level, and iii) empowerment of aspiring women political leaders through capacity-building and support for community mobilization to increase their financial and social capital within the communities.

The project includes seven outputs spread across 3 outcome areas, namely:

Outcome 1: Enhanced legal framework, policies, and political parties' bylaws in place to increase
women political participation and leadership.
This outcome envisions successful passage of the Reservation Bill, the amendment of the District Tribunal Act as well as the operationalization of gender strategies to hold duty bearers accountable and mainstream quota systems across political parties. This outcome will also foster partnership with civil society organizations in scaling up advocacy on women leadership.
Output 1.1: Strengthened knowledge, policies, legal frameworks, and institutions to support women's political participation and leadership.
Output 1.2: Establish and implement quota systems for political parties and local governance to
increase the selection of female candidates
Output 1.3: Knowledge Management documents produced

Outcome 2: Enhanced women leadership in community-level governance structures.
This outcome is focused on the various engagement with non-state actors like the civil society organizations, community structures, inter party committee, women groups and young women networks in order to strengthen women's political leadership in community-level governance structures.
Output 2.1: Strengthened conditions at the community-level to enable more women leaders in local political and decision-making platforms
Output 2.2: Youth empowered with knowledge and skills to support women's political empowerment meaningful participation in politics, electoral and decision-making processes

Outcome 3: Strengthened conditions to advance women's political empowerment through aspiring women candidates' capacity-building and sustainable campaign-funding schemes.
This outcome is aimed at enhancing the competencies of women for participation in elections through the women empowerment and resource centers. The centers will provide opportunities to build the social capital of female candidates within the community and among

the electorate through training, mentoring, experience sharing and building social networks. The women resource center will have a component of livelihood that supports electoral campaigns for female candidates and women leadership.

Output 3.1: Established and operationalized community-driven and sustainable campaign-funding schemes

Output 3.2: Capacity building and soft skills acquisition for female candidates at the Resource Center.

3. Evaluation purpose and objectives

In line with the mandatory threshold for the project evaluation provisioned in the agreed workplan, a final evaluation of the project is planned to be commissioned through independent reviewers and evaluators. The overall purpose of this final evaluation is to assess the results achieved so far and lessons learnt by the Project. The final evaluation should assess the implementation approaches of the Project, results against output targets, contribution to higher level outcome results, and issues/challenges encountered, as well as identify and document the lessons learnt and good practices and make specific recommendations for future course of actions.

The Project's final evaluation findings will be useful in revisiting the Project's success and failures to inform the future programming for women political participation and leadership. The final evaluation will also serve as an accountability and learning opportunity to provide guidance and recommendations for UNDP, UNICEF and UNFPA.

The specific objectives of the evaluation are the following:

- To assess the relevancy and appropriateness of the Project approaches and interventions. (Focusing on the Project's positions, structure, implementation arrangement and adequacy in contributing to achieve the key results in line with the Theory of Change.)
- To ascertain the effectiveness and efficiency of the Project support provided to different actors and stakeholders in achieving the key results of the Project, it's outcome and outputs.
- To measure the coherence and sustainability of the Project intervention, including synergies with other programme/projects, SDGs, UNSDCF, national development plan, gender and inclusion policies and women reservation bill.
- To review and assess the risks and opportunities, document key lessons and best practices; and recommend potential approaches for more enhanced women political participation and leadership specially in the local level structures.
- To analyse the Project's contribution on promoting women political participation and leadership, mainstreaming gender equality and social inclusion, and foster agency of women and girls.
- To determine any possible catalytic effects of the project.

4. Scope of the evaluation

The project's final evaluation will cover the full scope of the Project Evaluation, including the full implementation period (December 2022 – December 2024), and full geographic coverage, Lower River Region (LRR), Upper River Region (URR), Central River Region (CRR), and West Coast Region (WCR). Evaluation questions are based on the OECD DAC evaluation criteria as well as PBF specific evaluation criteria, which have been adapted to the context.

The evaluation will focus on relevance, coherence, efficiency, effectiveness, impact, and sustainability of the intervention. In addition, the evaluation will assess how the intervention sought to mainstream gender and social inclusion including disability issues, youth empowerment, and application of the human rights-based approaches while providing the support in development efforts.

Relevance and Coherence:
- Assess how well the programme aligns with the needs and priorities of the target population and national priority of the Gambia.
- Examine the extent to which the programme's objectives and strategies are consistent with national policies, international standards, and UN's overarching goals.
- Evaluate the internal coherence of the programme, including how well its various components and activities complement each other.

Effectiveness and Efficiency
- Measure the programme's ability to deliver results in a cost-effective manner, using resources efficiently.
- Assess the effectiveness of the programme in achieving its intended outcomes.
- Identify any barriers or facilitators to effective implementation and result attainment.

Sustainability and Ownership
- Evaluate the likelihood that the programme's benefits will continue after its conclusion.
- Examine the mechanisms in place to ensure the ongoing support and ownership by local stakeholders and communities.

Lessons Learned and Recommendations
- Highlight successful strategies and approaches that can be replicated or scaled up in future programmes.
- Identify challenges and areas for improvement to inform future programme design and implementation.
- Provide feasible and relevant recommendations to guide government partners, UNDP, UNICEF, UNFPA, CSOs and other stakeholders in enhancing the programme's impact and sustainability.

Cross-cutting Analysis
- Access the status of the project to mainstream gender and social inclusion, youth empowerment, men and boys' engagement, and human rights-based approach.

Additionally
- Appraise the planning, management, and quality assurance mechanism to deliver the project interventions.
- Review the project's coordination and communication processes and mechanisms with the stakeholders; and
- Assess the management and governing structure of the project and distribution of responsibilities within the given structure.

5. Methodology and Approach
The evaluation design should adopt the result based evaluation approach and methodology. The evaluation team should review the Project's relevant reports, design document, results and resource framework, M&E framework and propose final methodology and data collection tools in

the inception report. The method and tools should be context-sensitive and adequately address the issues pertaining to women political participation and leadership, human rights, gender equality and social inclusion. The final evaluation should build upon review of the available project documents, field visits, interviews, and discussions, which would provide an opportunity for more in-depth analysis and understanding of the Project. The evaluation team is expected to frame the evaluation using relevance, coherence, effectiveness, efficiency, impact, and sustainability criteria.

The evaluation team must provide evidence-based report containing credible, reliable, and useful information. The evaluation team should follow a participatory and consultative approach ensuring close engagement with government counterparts, CSOs, the project team, implementing UN agencies, and other critical stakeholders. Thus, the evaluation team is expected to work closely with the PBF and UNFPA Country Office during evaluation adopting following data collection methods.

Desk Review
The evaluation team should review the project-related documents such as the project document, theory of change and result framework, annual and quarterly progress reports, annual work plans, study report, project board meeting minutes, technical/financial monitoring reports, publications, strategic documents, policies, and other documents that the team considers useful for the evaluation.

Interviews and Consultations
The evaluation team should develop appropriate interview structures and questionnaires for various stakeholders, based on the evaluation criteria, and conduct in-depth interviews (KIIs), meetings, and focus group discussions with key concerned project stakeholders

Focused Group Discussions
- Women group at resource centres
- Women appointed at district tribunals
- Programme beneficiaries (men and women group)
- Community women leaders
- Women candidates of local level elections
- Youth and adolescents (a mix of men and women)

Sampling
The geographical coverage of the evaluation includes Lower River Region (LRR), Upper River Region (URR), Central River Region (CRR), and West Coast Region (WCR). The evaluation team will ensure that stakeholders and programme participants from all geographical locations are included in the data-gathering process.

6. Ethical Considerations
The evaluation should be conducted according to the ethical principles and standards defined by the United Nations Evaluation Group:

7. Deliverables and timeline

Specific deliverables will include:

- **Inception Report:** Detailing the evaluative framework, guiding questions, approach, timeline, and information sources. (Max 20-page report and/or 10-15 slides). The inception report should include the following key elements:
  - Overall approach and methodology
  - Key lines of inquiry, linking refined evaluation questions to data collection instruments.
  - Data collection instruments and mechanisms
  - Proposed list of interviewees
  - A detailed work plan and timeline

- **Draft Report/Presentation/validation of Preliminary findings:** The preliminary results highlight key findings and offer initial insights and implications.

- **Final Evaluation Report:** The final report should be prepared on PBF's evaluation report template. The first draft report will be shared with an Evaluation Reference Group, comprised of representatives of the PBF secretariat, UNDP, UNICEF and UNFPA. Presenting findings, analysis, lessons learnt and actionable recommendations for the UNCT on advancing women political participation and leadership in The Gambia to further strengthen the impact of its joint programme approach.

The duration of the evaluation is expected to be approximately 2 months The work is expected to be divided into four phases, as summarized below. (Note the specific phasing and activities shown below are indicative and subject to discussion with the selected consultants.)

Timeframe:

Deliverables	Activities	Estimated duration to complete
Inception report	● Kick-off meeting with ERG ● Review programme documents ● Develop and present the inception report to ERG.	10 days
Draft terminal evaluation report along with data sets	● Primary data collection and analysis ● Secondary data analysis ● Desk research. ● Prepare and present the draft evaluation report to ERG	30 days
Validation meeting with stakeholders	● Workshop with all relevant stakeholders	1 day
Final evaluation report along with a Presentation	● Finalize the evaluation report incorporating comments from the ERG.	9 days