Terms of Reference

For the Final Evaluation of the UN Women Project
Women for Equality, Peace and Development in Georgia
supported by Norwegian Royal Government
1 December 2009 – 31 December 2012

1. Background

UN Women works on several levels towards addressing the needs of Internally Displaced and Conflict Affected women and girls. Providing support to ensure that national policies, strategies and budgets are addressing and including the needs of women; supporting women's legal, economic, and social protection; supporting to identify the specific needs and threats that women face and enhancing women's participation in peace-building and post conflict reconstruction processes.

UN Women Sub-regional office for the Eastern Europe and Central Asia (EECA SRO), located in Kazakhstan, in accordance with UN Women's core priority to support women's leadership and participation and peace and security has been implementing the Project *Women for Equality, Peace and Development in Georgia (WEPD)*. The project was launched at the beginning of 2010 with the support of the Norwegian Royal Government.

The project is expected to be completed by December 2012. The initial project agreement period was for 2009-2011, budget calculated for 36 months, but due to the fact that the project document was signed in December 2009 and also because of the time needed for the recruitment of project staff as a part of first inception report submitted to the donor in February, 2010 the no cost extension was requested and agreed until December, 2012 with the donor.

With particular focus on Internally Displaced and conflict affected women, the project supports efforts and strengthens the capacities of IDP and conflict-affected women's groups, as well as other national partners from government and civil society to advance gender equality and women's human rights in Georgia, in the contexts of persistent inequalities and frozen (unresolved) conflicts. The project works in the above-mentioned areas with a **holistic approach** at three interdependent and mutually reinforcing levels:

- at national policy level, to ensure strategies, policies, plans and budgets are in line with CEDAW and SCR 1325 and 1820 principles;
- at the level of national institutions, towards strengthening capacity to deliver better information and services for IDPs and conflict-affected women, and
- at the grassroots level, by supporting IDPs and conflict affected women's groups and communities to organize and participate actively and effectively in influencing policies and decisions that affect their lives

2. Justification and Purpose of Evaluation

The final, end-of-project evaluation will be conducted by an independent, external team. It is mandatory, undertaken as agreed with the Norwegian Royal Government at the time project proposal was submitted and awarded in 2009. It will assess programmatic progress (and challenges) at the outcome level, with measurement of the output level achievements and gaps and how/to what extent these have affected outcome-level progress. It will consist of a desk review, country visit, in-depth interviews with UN Women staff (at Sub-Regional and country levels), and in-depth interviews with key stakeholders and beneficiaries. It will contribute to results-based management through a participatory approach that documents results achieved, challenges to progress, and contributions to the creation of a more conducive environment for addressing needs of internally displaced and conflict affected women in Georgia.

Evaluation Objectives

The specific evaluation objectives are to:

a) Analyze the relevance of the programmatic strategy and approaches;

b) Validate project results in terms of achievements and/or weaknesses toward the outcomes and outputs, with a critical examination of how/to what extent the project supported efforts and strengthened the capacities of IDP and conflict-affected women's groups, as well as other national partners from government and civil society to advance gender equality and women's human rights in Georgia,

c) Assess the potential for sustainability of the results and the feasibility of ongoing, nationally-led efforts in advancing WHR of IDP and conflict affected women's groups in Georgia;

d) Document lessons, learned best practices, success stories and challenges to inform future work of various stakeholders in addressing gender equality within the context of the post-conflict recovery planning agenda; and

e) Document and analyze possible weaknesses in order to improve next steps of project interventions in the area of women, peace, and security in Georgia.

The information generated by the evaluation will be used by different stakeholders to:

- Contribute to building the evidence base on effective strategies for addressing the needs of women IDPs and conflict affected women.

- Support to contribute to strategic planning to convert the project outputs into sustainable outcomes.

- Facilitate UN Women's strategic reflection and learning for programming on addressing the needs of IDP and conflict affected women in support of the implementation of outcomes of the UN Women's strategic plan (2011-2013) including the outcome dedicated to ensure that "Gender equality advocates effectively influence peace talks and recovery/peace building planning processes and transitional justice processes".

3. Project Description

Context analysis of the project

After the breakup of the Soviet Union in 1991 the first years of the country's independence were marked by two internal conflicts (in Abkhazia and South Ossetia) and one civil war. Thus, Georgia turned into a transitional country with unresolved conflicts and hundreds of thousands of Internally Displaced Persons (IDPs), conflict-affected (non-displaced) citizens and generally high unemployment and poverty rates.

In total, for the time being there are over 293,048 Internally Displaced Persons in Georgia[1] as a result of the internal conflicts of the early 1990s[2] as well as the recent August 2008 war and women and girls comprise about 56 per cent of all IDPs, in both the so called "old" (early 1990's) and "new" (August 2008) waves. **Access to durable and adequate housing** has been one of the most acute problems faced by the IDPs, which sometimes is much more complex for single women, including single elderly women, single mothers and of course IDP women who face domestic violence and would like to seek divorce. The Ministry of Internally Displaced Persons from the Occupied Territories of Georgia, Accommodation, and Refugees estimated that more than 100,000 persons are residing in so called Collective Centers (CCs), which in fact are publicly owned buildings used earlier for schools, factories, hospitals, kindergartens, farms, etc.[3] For the time being all ("old" and "new" waves) IDPs are concentrated either in the CCs, or in the new IDP cottage settlements constructed by the government especially for IDPs of August 2008 conflict or in so called private accommodation i.e. with their relatives, friends and sometimes also in rented or procured flats/houses.

The government of Georgia has adopted a number of legal and policy documents in relation to IDPs[4] and among them the ***Action Plan for the Implementation of the State Strategy on IDPs 2009-2012*** (hereafter IDP Action Plan), which foresees concrete measures for addressing the question of durable housing of IDPs by offering them compensations or self-privatization (transfer of ownership) of the state provided shelters.[5]

From the onset of this recent conflict, UN Women has been collecting information about IDP and conflict affected women's conditions. Already in September 2008 it (at that time as UNIFEM) commissioned the Needs Assessment of Internally Displaced Women as a Result of August Events to a local research organization the Institute for Policy Studies; The Assessment has found a striking impoverishment trend among the displaced persons, the portion of households with monthly income of more than GEL 200 (about USD 120) decreased from 59 percent to 13 percent. Some 14.7 percent of the respondents pointed at having no income at all. The survey also revealed that 6.3 percent of respondents had information about sexual violence committed against women, out of this 6.3 percent (70 respondents) - 21.4 percent said they had information about cases of rape, 32.8 percent about group rape, Only 1 percent i.e. 10-11 respondents reported witnessing rape. Taking into consideration the taboo associated with the issue of sexual violence in the Georgian society, we may assume that the findings of the survey shed light only on the top of the iceberg, clearly signalling the need for having respective response mechanisms in place.

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[1] Report of the UN Secretary General, *Status of internally displaced persons and refugees from Abkhazia, Georgia*, A/63/950, 24 August 2009, 2.

[2] Please see footnote N 1, above.

[3] Norwegian Refuggee Council, *NRC Georgia: Basic Facts*, available on-line at:
< http://www.nrc.ge/index.php?option=com_content&task=view&id=13&Itemid=52&lang=en>

[4] Such as the Law of Georgia on IDPs (last amended in 2006), IDP Strategy (adopted in 2007) and IDP Action-Plan for 2009-2012 (adopted in 2009); The Law primarily deals with process of applying for and granting the status of internal displacement as well as the grounds for suspension or loss of the status. The Strategy spells out the main directions of work and the key principles to be followed while dealing with the IDPs including "Gender Equality, Protection of the Rights of the Child and Respect for Other Recognized Human Rights" as one of the key principles. (Source: Government of Georgia, Strategy for Internally Displaced Persons, 2007, paragraph 1.9.)

[5] Government of Georgia, *Action Plan for the Implementation of the State Strategy on IDPs,* 2009-2012, pp. 1-2.

Project objectives and implementation

Human Rights Based Approach has been one of the principal strategies for the implementation of the WEPD -the work has been carried out with IDP and conflict affected women's groups (rights-holders) to increase their human rights awareness and strengthen their voice with respective decision-makers (duty-bearers).The project supports the efforts and strengthen the capacities of IDP and conflict-affected women's groups, other partners from civil society and government to advance gender equality and women's human rights in Georgia, in the contexts of persistent inequalities and unresolved internal conflicts. Namely, in the capital Tbilisi and other four regional centres of Georgia (Kutaisi - for Imereti Region, Rustavi - for Qvemo Qartli Region, Gori - for Shida Qartli Region and Zugdidi - for Samegrelo Region) five legal clinics were established together with the Ministry of Internally Displaced Persons from the Occupied Territories of Georgia, Accommodation and Refugees to provide IDP and conflict-affected citizens, particularly women, with free of charge legal counselling, especially, in relation to their property and housing rights. These five locations have been selected as they represent centers of the regions with the largest IDP concentration throughout Georgia. Project closely works with the local government. The "One-Window Shop" Principle consultation meetings were organized by project partner NGO Women's Information Center between IDPs and conflict- affected women and relevant government agencies to facilitate solutions of the legal and social problems of the most vulnerable groups and individuals immediately on the meetings using one window shop principle, which is ensured by the presence of representatives of all relevant national and local government structures at once..

Another direction and important strategy of work of the project is **the community/social mobilization** in the five target regions. With the help of partner NGO Taso Foundation, IDP and conflict-affected women are supported to organize themselves into self-help groups for the protection of their rights and improved access to social and economic opportunities. The project encourages cooperation between communities and local governments to engage in prioritization exercises for joint government-community initiatives, addressing practical gender equality and women's empowerment needs as defined by the communities themselves.

On the policy-level work special emphasis has been made on development and advocating for the adoption of the UN SCR 1325 National Action Plan. The national working group on elaborating the NAP for Georgia has been established in the beginning of 2011, which after nine months of active work prepared the final draft of the NAP that was adopted by the Parliament in December 2011. Since the NAP's adoption WEPD project provides technical support to the government of Georgia in coordination effort of the NAP implementation monitoring. It is noteworthy that WEPD has been instrumental in ensuring broad participation of IDP and conflict affected women on the grassroots level as well as of the members of the civil society in the NAP's elaboration as well as implementation stages.

The WEPD project is designed to achieve the **three expected outcomes** with specific outputs harmonized with UN Women Global Development Results Framework (DRF) and Management for Results Framework (MRF).

Project Outcome 1: National policy and legislation (IDP Law, 1325 National Action Plan) are revised/adopted in line with CEDAW and UN SC Resolutions 1325 and 1820

Output 1.1: A relevant body of knowledge on how to effectively develop a National Action Plan (including implementation strategy and indicators) on SCR 1325 and 1820 is developed and accessible

Output 1.2: Effective channels and mechanisms for dialogue between government actors and IDP and conflict-affected women are developed and functioning to ensure elaboration of National Action Plan (including implementation strategy and indicators) on SCR 1325 and 1820 and amendments to the IDP Law in a participatory manner

Output 1.3: National Law on IDPs and amendments developed in line with CEDAW and UN SCR 1325 and 1820 & 1889 and submitted

Project Outcome 2: National Institutions (Ministry of Refugees and Accommodation (MRA), Ministry for Social Reintegration, Public Defender's Office and others) demonstrate commitment, capacity, and accountability in ensuring the rights of IDPs and conflict-affected women are in line with CEDAW and UNSCR 1325 and 1820 principles, especially in the context of privatization of the IDP shelters

Output 2.1: Enhanced capacities of key policy and service delivery institutions to address needs of IDP and conflict affected women in line with CEDAW and UNSCR 1325 and 1820 principles, including in the process of privatization of the IDP collective centers

Output 2.2: Effective referral mechanisms (involving Ombudsperson's Office and other relevant state and non-state service providers) set up or strengthened and effectively functioning to address human rights concerns of internally displaced and conflict-affected women

Project Outcome 3: IDP and conflict affected women have increased resources, capacities, and voice to ensure their priorities are included in relevant policies, legislation, programs and budgets

Output 3.1: IDP and conflict affected women have increased information and understanding of their human rights, and access to legal counselling

Output 3.2: IDPs and conflict-affected women's groups in Georgia proper as well as smaller number of Abkhaz and Ossetian women across ceasefire-lines are mobilized, and empowered to voice violations of women's human rights

Project Management

The project is implementing by the United Nations Entity for Gender Equality and Empowering of Women (UN Women) in close collaboration with a range of national partners. The project is executed by the UN Women Project Team (PT) under overall strategic oversight and guidance of the UN Women Regional Project Director for the EECA SRO at the sub-regional level. The UN Women Gender Advisor in Georgia provides day-to-day guidance, including through engaging in dialogue with governments, civil society, UN system and multilateral donors and ensures that the project is integrated within the larger UN Women work in the country. The Project Manager is responsible for day-to-day project management, liaising with governmental and project implementing partners, all execution aspects of the project, including coordination and management of partners, the direct execution of several project components, and overall monitoring and reporting.

Short-term consultants are recruited as needed to provide support in specific technical areas.

Key implementing partners of the project

Government: namely Ministry of Internally Displaced Persons from the Occupied Territories of Georgia, Accommodation, and Refugees, Gender Equality Council of the Parliament of Georgia, other

line ministries involved in the issues of conflict management and post conflict recovery; local municipalities.

Local NGO **Taso Foundation** gives its well established partnerships and experience with community mobilization work in different parts of the country, the Taso Foundation is responsible for grassroots level work through IDP and conflict-affected women's groups' mobilization and capacity development in 5 regions of Georgia.

Local NGO **Women's Information Center (WIC**) is an important partner in terms of strengthening IDP and conflict-affected women's engagement in advocacy initiatives to bring national legislation and policies in line with CEDAW and UN SC Resolutions 1325 and 1820.

Project Steering Committee has been set-up with participation of representatives of Government, civil society representatives and UN Women to ensure coordination, ownership, and maximize high-level political support to the project. The main role of the Steering Committee is to support the effectiveness of the project as an instrument of policy and institutional change. The Steering Committee will meet on once or twice a year as needed to ensure achieving of the overall project objectives.

Project monitoring and evaluation

The project's total budget for three years is USD 1,072,762 (out of this USD 75,000 is UN Women core fund contribution). The project has planned two types of evaluation: mid-term review and final evaluations. The mid-term review took place in November 2011 internally by UN Women East Europe and Central Asia Sub-Regional Office with substantive support from UN Women HQ division for Europe and Central Asia. It aimed at reviewing project progress and achieved outputs and outcomes for the implementation period and present and highlight features to be considered as good practices and lessons learned for further utilization in project implementation. The mid-term review included field visit to the project by SRO evaluation programme officer meeting with WEPD project management team, implementing partner organizations, partner ministry, local government and beneficiaries IDP and conflict affected women in one of the target regions of the project. As a result of the mid-term review the final report and package of recommendations for last year planning were elaborated, project log-frame has been revised and included baseline information and targets for achievement as these sections were missing from the original project log-frame. Additionally WEPD project manager has been conducting monthly based field trips and missions to all target regions of the project for internal monitoring of field work implemented by implementing partners and other contractual staff of the project.

Project beneficiaries

WEPD project beneficiaries are IDP and conflict affected women, their families and communities in five target regions of Georgia, specifically in 19 locations (two towns and 17 villages). As a result of project implementation over 100 families and 350 community members from different communities in Eastern and West Georgia benefitted and increased their opportunities for livelihoods and access to services through social mobilization work. Legal protection and assistance has been provided to 5,455 displaced individuals, and their 66 percent were women and 35 percent were men and legal consultation through mobile visits has been offered to 16, 122 individuals in IDP collective centers and cottage settlements. About 333 displaced rural women including women from the local governments increased their awareness and knowledge in CEDAW, women's human rights, gender equality and gender responsive local budgeting issues; as a result they participated in local planning and budgeting round tables. Twenty-six staff members of the Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation, and Refugees increased their capacity in applying gender equality principles in line with CEDAW in their daily work, while practicing and

receiving IDPs at the Ministry and at legal clinics established by the WEPD project. Fifty members of the local governments from all target regions increased their knowledge in UN SCR 1325 and its implementation on national level.

3. Scope of the Evaluation

The final evaluation of the project is to be conducted externally by UN Women East Europe and Central Asia Sub-Regional Office with substantive support from UN Women HQ division for Europe and Central Asia. It is planned to be completed between the October and December 2012.

The evaluation will cover almost the 36-month project implementation period of December 2009–December 2012.

The review will be conducted in Georgia, where the project has been implemented, in the capital Tbilisi with a travel to Qvemo Qartli, Shida Qartli, Imereti and Samegrelo regions (the Project target regions) to collect data as defined by plan.

4. Evaluation questions

The evaluation will address the criteria of ***Project Relevance, Effectiveness, Efficiency, Inclusiveness, Sustainability and Impact***. More specifically, the evaluation will address the following key issues:

Key evaluation questions (the detailed list of all evaluation questions is provided in Annex 1):

Relevance:	Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
Effectiveness:	To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?
Efficiency:	Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
Inclusiveness:	To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs been incorporated and addressed?
Sustainability:	Are national partners committed to the continuation of the project (or some its elements) after funding ends?
Impact:	What measurable changes have occurred as a result of supported efforts and strengthened capacities of IDP and conflict-affected women's groups, as well as other national partners from government and civil society to advance gender equality and women's human rights in Georgia?

5. Evaluation Methodology

The evaluation will be based on the methodology described below, which will be further discussed with the Project partners and validated by the UN Women SRO EECA in consultation with the UN Women Evaluation Unit. The proposed methodology employs results-oriented approach and integrates human rights and gender equality into the evaluation.

Integration of ***human rights and gender equality*** issues into the evaluation requires adherence to three main principles – inclusion, participation, and fair power relations. *Inclusion* refers to paying attention to which groups benefit and which groups contribute to the intervention under review. Groups need to be disaggregated by relevant criteria: disadvantaged and advantaged groups depending on their gender or status (women/men, class, ethnicity, religion, age, location, etc.), duty-

bearers of various types, and rights-holders of various types in order to assess whether benefits and contributions were fairly distributed by the intervention being evaluated. Evaluating HR & GE must be *participatory*. Stakeholders of the intervention have a right to be consulted and participate in decisions about what will be evaluated and how the evaluation will be done. In addition, the evaluation will assess whether the stakeholders have been able to participate in the design, implementation and monitoring of the intervention. *Fair Power Relations* - When evaluators assess the degree to which power relations changed as a result of an intervention, they must have a full understanding of the context, and conduct the evaluation in a way that supports the empowerment of disadvantaged groups. In addition, evaluators should be aware of their own position of power, which can influence the responses to queries through their interactions with stakeholders. There is a need to be sensitive to these dynamics (see *UNEG Guidance Document. Integrating Human Rights and Gender Equality in Evaluation*[6]).

The evaluation will be ***results-oriented*** and provide evidence of achievement of expected outputs through the use of quantitative and qualitative methods.

The methodology for the final evaluation shall include the following:

a. Preliminary desk reviews of all relevant documents on the project, the project document, LogFrame, implementation plan, monitoring reports, donor reports (inception report, progress reports), project publications, existing national and international reports on gender equality and women's rights situation, etc.
b. This desk review will be done prior to any field visit, focus group discussion, or individual interviews. Preliminary discussions with the project staff from UN Women EECA SRO and WEPD project unit will also take place during this desk review/inception phase.
c. Field visits at different stages of the process; focus groups with disadvantaged/difficult to reach women's groups
d. Individual and group discussions, in-depth interviews with key partners: a series of semi-structured interviews and focus groups with the project management team, national partners, counterparts, beneficiaries are envisaged to be conducted under this stage. This can include survey with both quantitative and qualitative perspectives among participants of various capacity development trainings and events undertaken by the project since its start. It can include participants of major trainings organized by the project in the areas of gender and gender mainstreaming, integrating UN SCR 1325 and CEDAW principles in practice of civil servants, etc.

The consultative element of the evaluation is crucial for building up a consensus about the project's overall rationale and desired outcomes. Data from different research sources will be triangulated to increase its validity. Field visits will be organized to facilitate the process of evaluation.

The proposed approach and methodology has to be considered as flexible guidelines rather than final requirements; and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. It is expected that the Evaluation Team will further refine the approach and methodology and submit their detailed description in the proposal and Inception Report.

6. Expected Results and Timeframe

As a logical result of the completion of the desk review it is expected that the Evaluation Team (comprised of international and national evaluators) will submit an **inception report**, which will contain evaluation objectives and scope, description of evaluation methodology/methodological

[6] http://unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980

approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements.

As a result of the completion of the field visits and surveys and interviews with the partners, it is envisaged that several key products will be submitted, namely: **Progress Report** of the Field work to the UN Women Sub-Regional office and key internal and external stakeholders, **Power Point presentation and an outline** on preliminary findings, lessons learned, and recommendations, **Draft full report** highlighting key evaluation findings and conclusions, lessons learned and recommendations (shall be done in a specific format). The draft report will be discussed with the national partners to ensure participation and involvement of the national stakeholders.

Afterwards **a Final evaluation report** and five-page **executive summary** are expected to be submitted to the UN Women Sub-Regional office incorporating all comments and feedback collected from all partners involved.

"Quality Criteria for UN Women evaluation reports" should be followed[7]. These quality criteria are intended to serve as a guide for preparing meaningful, useful and credible evaluation reports. It does not prescribe a definite format that all evaluation reports should follow but rather indicates the contents that need to be included in quality reports.

Format of the final evaluation report shall include the following chapters: Executive Summary (maximum five pages), Project description, Evaluation purpose, Evaluation methodology, Findings, Lessons learnt, Recommendations and Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

The return travel to Georgia, accommodation, daily subsistence, will be paid for the period of international Evaluator's work in Georgia. Translation/interpretation, secretarial assistance will be provided to the international evaluation consultant during his/her stay in Georgia.

Language of all deliverables: English.

The timeframe allocated for the completion of the above indicated products: November-December 2012.

Product / Activity	**Estimated number of working days**
Stage 1 Key product – preliminary desk reviews, discussions with partners and inception report	
Desk review and Inception report of the evaluation team, which includes the evaluation methodology and the timing of activities and deliverables	6
Stage 2 Key Product – Evaluation Report	
Data collection (including field work)	12
Progress Report of the Field work to UN Women EECA Sub-regional office and key internal and external stakeholders	6
Outline and a Power Point presentation on preliminary findings, lessons learned, and recommendations	
Draft full report highlighting key evaluation findings and conclusions, lessons and recommendations. Virtual consultations by the evaluator with the key project partners and stakeholders shall take place to validate the key findings of the report and collect feedback and recommendations to inform the final evaluation report.	12

[7] http://erc.undp.org/unwomen/resources/guidance/Guidance%20Note%20-%20Quality%20Criteria%20for%20Evaluation%20Reports.pdf;jsessionid=29976B8B347BD52EB161D8E7CB7DFC94

Final evaluation report and five-page **executive summary**	10
TOTAL number of working days:	46

7. Composition, Skills and Experience of the Evaluation Team

A team of external international evaluator and national evaluator will undertake the evaluation, having experience linked to evaluation, gender equality and peace and security policy with specific knowledge of gender equality, peace and security in conflict and post-conflict countries.

Required Skills and Experience of the International Evaluator:

- At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based Management is considered an asset.
- 10 years of working experience in evaluation, and at least 5 in evaluation of development and gender projects.
- A strong record in designing and leading gender-sensitive evaluations and experience in evaluation of programs with budget over USD 1 million.
- 3 years of experience and background in gender and peace and security and humanitarian response projects.
- Ability to produce well written reports demonstrating analytical ability and communication skill. 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 in different cultural contexts.
- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Familiarity with the political, economic and social situation in the Republic of Georgia.
- Fluent in English, knowledge of Georgian or Russian would be an asset.

National Evaluator will support overall work of the International Evaluator, and shall also possess an expertise in conducting gender-sensitive and rights-based evaluations so to be also able to contribute to the substance of the evaluation and not only be in supporting role.

Required Skills and Experience of the National Evaluator:

- At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based Management is considered an asset.
- 3 years of working experience in evaluation, and at least 1 in evaluation of development and gender programmes.
- A strong record in supporting designing and conducting gender-sensitive evaluations and experience in evaluation of programs with budget over USD 1million.
- 1 year of experience and background in peace and security and humanitarian response projects.
- 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 in different cultural contexts.
- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Familiarity with the political, economic, social and gender situation in Georgia.
- Fluent in English and Georgian, Russian is an asset.

8. Management of the evaluation

The UN Women EECA Sub-Regional Office will manage the final evaluation under overall supervision of the UN Women EECA Sub-Regional Project Director and guidance from EECA Programme Monitoring and Evaluation Specialist. During the evaluation process, the SRO office will consult with UN Women Evaluation Office, as may be necessary. Coordination in the field including logistical support will be the responsibility of the Georgia WEPD Project Team.

The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG norms and standards. Upon completion of the evaluation, UN Women has the responsibility to prepare a management response that addresses the findings and recommendations to ensure future learning and inform implementation of relevant programmes.

The evaluation management structure will be comprised of the coordinating entity (Management Group) and the consultative body (Reference Group). The EECA Programme Monitoring and Evaluation Specialist (evaluation manager) will manage the day-to-day aspects of the evaluation.

This is a consultative/participatory final project evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

After the completion of the final evaluation, a final stage of the process will take place, including the dissemination strategy for sharing the lessons learnt, and the management response of the final evaluation results. These activities will be managed by the UN Women EECA Sub-Regional Office.

The ***Management Group*** will be responsible for management of the evaluation. It will coordinate the selection and recruitment of the evaluation team, manage contractual agreements, budget and personnel involved in the evaluation, support the reference group, provide all necessary data to the evaluation team, facilitate communication between the evaluation team and the reference group, and review draft and final reports and collate feedback to share with the evaluation team. The Management Group will include UN Women staff: EECA Programme Specialist (Peace and Security), EECA Programme Monitoring and Evaluation Specialist; WEPD Project Manager).

The ***Reference Group*** will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It 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. The Core Reference Group will include UN Women staff: EECA Regional Programme Director, EECA Programme Specialist (Peace and Security), Georgia-based Programme Specialist/Gender Advisor, HQ-based Evaluation Specialist, HQ-based Europe and Central Asia Division Programme Specialist.

9. Ethical code of conduct for the evaluation

The evaluation of the project is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- 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 TOR, if this is needed to obtain a more complete analysis of the intervention.
- 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 Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- 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.

ANNEX 1: Detailed Evaluation Questions

ANNEX 2: UNEG Norms and Standards (please see hyperlink)

ANNEX 3: UN Women's Guide to GE / HR Responsive Evaluation (please see hyperlink)

ANNEX 4: UNEG Quality Check List for Evaluation Reports (please see hyperlink)

ANNEX 5: UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation (please see hyperlink)

ANNEX 6: Quality Criteria for Evaluation Reports (please see hyperlink)

ANNEX 7: Evaluation Matrix

ANNEX 1: Detailed Evaluation questions

Evaluation Criteria	Questions
Relevance	• Have the project objectives been addressing identified needs of the target groups in national and local contexts in order to realize their rights? • Did the activities address the problems identified? • Were the programmatic strategies appropriate to address the identified needs of beneficiaries? • Has the project contributed to aligning national strategies, policies, plans and budgets with CEDAW and UNSCR 1325 and 1820 principles?
Effectiveness	• To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why? • What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project? • To what extent have beneficiaries been satisfied with the results? • Does the project have effective monitoring mechanisms in place to measure progress towards results? • To what extent capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced? • What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why? • How effective information sharing and dissemination activities were set up to increase the visibility of the project among stakeholders? • Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UN Women in EECA region? • What documented changes have occurred on individual, community/local and national levels since the start of the project, and do they illustrate a positive, negative or neutral shift in the addressing needs of IDPs and conflict affected women • Has the project adapted (when necessary) to changing external conditions to ensure benefits for target groups?
Efficiency	• Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms? • What measures have been taken during planning and implementation to ensure that resources are efficiently used? • Have the outputs been delivered in a timely manner? • Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project? • Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes? • Are project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development? • To what extent has the project management structure facilitated (or

	hindered) good results and efficient delivery?
Inclusiveness	• To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to? • 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, i.e. policy formulation, etc.
Sustainability	• What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed? • 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? How revised or adopted new policy frameworks are in line with the CEDAW and 1325 are addressing the needs of IDP women? • Are national partners committed to the continuation of the project (or some its elements) after funding ends? • To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?
Impact	• What measurable changes have occurred as result of supported efforts and capacities of IDP and conflict-affected women's groups, as well as other national partners from government and civil society to advance gender equality and women's human rights in Georgia

ANNEX 7: Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis