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**Terms of Reference**

**For the Final Evaluation of the UN Women Project**

**“Women Connect Across Conflicts: Building Accountability for Implementation of UN Security Council Resolutions 1325, 1820, 1888, 1889”**

**supported by the European Union represented by the Commission of the European Union**

**1 October 2010 – 31 March 2013**

1. **Background, purpose and use of the evaluation**

Violent conflict affects and engages men, women, girls and boys in different ways. Women often bear the brunt of many of the harmful consequences of armed violence and disaster. In addition to this, gender-based violence and inequalities are often exacerbated by violent conflict. However, post-conflict and transition can sometimes open up new opportunities for women’s participation in the political and economic spheres.

UN Security Council resolution (UN SCR) 1325 recognized, as a matter of international peace and security, the urgent need to address women’s participation in peace processes and peacebuilding as well as the need to protect women and girls from egregious violations of their rights during and after violent conflict. Subsequent UN SCRs, Presidential Statements of the Security Council as well as regional, sub-regional and national policy frameworks have underlined these imperatives.

In July 2010, the UN General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality, including peace, security and humanitarian response. UN Women prioritizes the area of increasing women’s leadership in Peace and Security and Humanitarian Response in its Strategic Plan (2011-2013), with specific goals and outcomes to support the implementation of intergovernmental commitments on peace and security, including those from the Beijing Platform for Action, SCRs 1325, 1820, 1888, 1889 and 1960, and relevant regional commitments.

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 Cross-regional project **“Women Connect Across Conflicts: Building Accountability for Implementation of UN Security Council Resolutions 1325, 1820, 1888, 1889”**. The project was launched in autumn 2010 with the support of the European Union represented by the Commission of the European Union aiming to enhance the capacity of Women’s human rights activists and gender equality advocates and their networks to effectively and meaningfully engage, influence, and mobilize for dialogues on security and peace issues at various levels nationally and regionally in the South Asia (Pakistan and Afghanistan), the Southern Caucasus (Georgia, Armenia, Azerbaijan) and the Central Asia / Fergana Valley (Tajikistan, Uzbekistan and Kyrgyzstan).

The overarching goal of this intervention was developed with the understanding that achieving the overall objective will be delivered in two phases and over a time period of 5 years. The current project covers the first phase of the proposed intervention. Phase II might be further developed towards the completion of year two under this project cycle.

**Project Specific Objectives**

The **overall objective** of the intervention targets enhancement of capacity of women’s human rights activists and gender equality advocates and their networks to effectively and meaningfully engage, influence and mobilize for dialogues on security and peace issues at various levels nationally and regionally in a selected number of countries.

**First specific objective** aims at facilitating work at national level on development of the **National Action Plan** (NAP) on 1325, 1820, 1888 and 1889 in at least two countries (Georgia and Pakistan) for further replication on other target countries.

**Second specific objective** targets strengthening **referral mechanism** to provide redress for sexual and other forms of violence against women in situations of conflict in at least one country (Georgia).

**Third specific objective** focuses on **incorporating gender equality** principles into the internal operations of the security sector to promote zero tolerance to using sexual violence as a weapon of war in at least one country (Georgia).

**Fourth specific objective** of the intervention aims at **mobilizing national partners at local level** to engage in evidence-based dialogues and advocacy for reconciliation, tolerance building and compliance with women’s human rights obligations in Ferghana Valley (Kyrgyzstan, Uzbekistan, Tajikistan).

The current project covering the first phase is expected to be completed by 31 March 2013.

**Purpose and use of the final project evaluation**

The final project evaluation will be conducted by an independent, external team and it represents a mandatory undertaking as agreed with the European Commission at the time the project proposal was submitted and awarded in 2010.

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 to two out of eight project countries (Georgia in Southern Caucasus, Tajikistan in Fergana Valley) and virtual online consultation with key partners, stakeholders and beneficiaries in Pakistan in South Asia, 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 enhancement of capacity of women’s human rights activists and gender equality advocates and their networks to effectively and meaningfully engage, influence and mobilize for dialogues on security and peace issues at various levels nationally and regionally in a selected number of countries.

**Evaluation Objectives**

The specific evaluation objectives are to:

1. Analyze the relevance of the programmatic strategy and approaches;
2. 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 contributed to:
	* facilitating work at national level on development of the **National Action Plan** (NAP) on 1325, 1820, 1888 and 1889 in Georgia and Pakistan for further replication on other target countries;
	* strengthening **referral mechanism** to provide redress for sexual and other forms of violence against women in situations of conflict in Georgia
	* **incorporating gender equality** principles into the internal operations of the security sector to promote zero tolerance to using sexual violence as a weapon of war in Georgia;
	* **mobilizing national partners at local level** to engage in evidence-based dialogues and advocacy for reconciliation, tolerance building and compliance with women’s human rights obligations in Ferghana Valley (Kyrgyzstan, Uzbekistan, Tajikistan).
3. Assess the potential for sustainability of the results and the feasibility of ongoing, nationally-led efforts in advancing women, peace and security agenda;
4. Document lessons, learned best practices and weaknesses, success stories and challenges to inform future work of various stakeholders in addressing gender equality within the context of the building accountability of implementation of UN SCRs; and
5. Based on feedback from the partners involved into the evaluation, make region-specific (Fergana Valley, Southern Caucasus, South Asia) recommendations for potential programmatic interventions by UN Women in the area of women, peace, and security.

The information generated by the evaluation will be used by UN Women, national and international partners at national and regional level to:

* Contribute to engage policy makers and other stakeholders at national and local level in evidence-based dialogues and advocacy for reconciliation, tolerance building and compliance with women’s human rights obligations.
* Support to contribute to strategic planning in project regions (Fergana Valley, Southern Caucasus, South Asia) recommendations and each country to convert the project outputs into sustainable outcomes.

**3. Project Description**

**Context of the project intervention**

**The United Nations Security Council Resolution (SCR) 1325** was adopted to address the impact of war on women, and increase women's participation in conflict resolution and building sustainable peace. Further, Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) call for an increase in the participation of women at decision-making levels in peace processes, reconstruction and rehabilitation phases. They also call for more accountability by the UN actors and conflicting parties to protect women from gender-based violence.

Since the adoption of UN SCR 1325 in 2000 awareness of stakeholders was raised and consensus reached on the importance of this resolution and efforts increased which lead to the adoption of five subsequent resolutions on women, peace and security with the aim to support and complement UN SCR 1325. Nevertheless, in the past decade very little has changed in terms of women’s engagement in official peace talks; establishing real accountability and protection mechanisms from sexual violence during and after conflict, or engagement of women in comprehensive post-conflict recovery. Research by UN Women in 2008 indicated that women were still on the margins of formal peace processes. UN Women analysis of 24 major peace negotiation processes since 1990 showed that only 2.1% of signatories of peace agreements were women, and there was no record of female peace mediators. In addition, women’s participation in negotiating delegations averaged 7.1% in 14 cases where such information was available[[1]](#footnote-1). Furthermore, the SG’s report on Mediation notes that Security Council Resolution 1325 (2000) explicitly urged the Secretary-General to appoint more women as special representatives/envoys to pursue good offices on his behalf. Only eight women have ever been appointed to this role[[2]](#footnote-2).

UN Women work in the regions over the years also showed an overwhelming lack of evidence and data related to women’s experience in conflict and peace processes which make it very difficult for gender equality advocates to argue their case for women’s involvement in peace and reconstruction processes or advocate for stronger action from national armies or UN peacekeeping missions to address issues of sexual and gender-based violence (SGBV). Countries are often reluctant to systematize data collection on this topic not least because of lack of knowledge and/or absence of rigorous indicators in this area, not saying about the lack of any formal mechanism to monitor progress in implementing SCRs.

Levels of financing for post-conflict recovery for women appear to be exceptionally low. In the few cases where women have had an impact on the conduct of peace talks or the content of agreements, they have been well organized and have worked to bridge the lines of social and political division that put them on opposing sides of conflict. Beyond peace processes, the consistent factor determining the impact that women have had on post-conflict peace building and recovery has been the level of capacity and coherence amongst women’s organizations; the better organized they are, the better placed they are to engage in post-conflict peace building, planning, and making the case for adequate financial allocations to respond to women’s recovery needs. Well organized women’s groups promoting 1325 have also been well-placed to support justice and security sector reforms.

The tenth anniversary of the SCR 1325 in 2010 that was a watershed year for evaluating the process on enhancing security for women around the world, gave a strong impetus for the cross—regional project implementation. The project was an immediate follow-up to this global review, with direct activities aimed at piloting unique approaches, strengthening national capacity on implementing commitments on women and peace, improving networking collaboration and information sharing mechanisms across sub-regions, integrating gender as a cross-cutting and multi-sectoral issue, especially within the security sector, etc.

The European Union (EU) provided and continues to provide strong political **support to UNSCRs 1325 and 1820 implementation**. The EU also supported internal and external trainings on the issue, facilitation of exchange of information and knowledge, support to specific actions at regional and country level, integration of women’s issues into security sector agenda, enhancing cooperation with UN and other international actors.

**Description of the intervention**

***Project objectives***

The **overall objective** of the intervention targets enhancement of capacity of women’s human rights activists and gender equality advocates and their networks to effectively and meaningfully engage, influence and mobilize for dialogues on security and peace issues at various levels nationally and regionally in a selected number of countries.

**Outcome 1** National plans of Action on 1325, 1820, 1888 and 1889adopted in Georgia and Pakistan

***Output 1.1*** NAPs on 1325, 1820, 1888 and 1889 developed and submitted for review to relevant bodies in Georgia and Pakistan

***Output 1.2*** The model[[3]](#footnote-3) of development and adoption of National Plans of Action on SCR 1325, 1820, 1888 and 1889 in Georgia and Pakistan documented and disseminated for replication in other target countries;

**Outcome 2** Justice (referral systems) strengthened to provide redress for sexual and other forms of violence against women in situations of conflict in Georgia

***Output 2.1*** The model of Georgian referral system to redress for sexual and other forms of violence against women in situation of conflict documented and disseminated for replication in other pilot countries

***Output 2.2*** Improved skills and abilities of women human rights defenders for documenting women human rights abuses, and for preserving perishable evidence (collecting testimony) in target countries

**Outcome 3.** Strengthened integration of gender perspectives within the security sector at national level in Georgia

***Output 3.1*** Tools and methodology for incorporating gender issues into security sector of Georgia developed and disseminated for further replications and piloting in other target countries

***Output 3.2*** Strengthened capacities of security sector actors and women human rights advocates on Gender and SSR in Georgia

**Outcome 4.** National partners engage in evidence-based dialogues and advocacy for reconciliation, tolerance building and compliance with women’s human rights obligations in Fergana Valley (Uzbekistan, Tajikistan, Kyrgyzstan)

***Output 4.1*** Mechanisms for Sub-regional dialogues between women peace activists and human rights defenders and government representatives in Fergana Valley (Tajikistan, Uzbekistan, Kyrgyzstan) on voicing key gender and security priorities are in place

***Rationale for selection of sub-regions and countries***

Selection of the countries and cross-regional nature of the project was done based on a preliminary assessment of the situation in the countries, considering also former UNIFEM and other partners past and ongoing work on engaging women in peace building and negotiations, as well as existing and prospective partnerships. The proposed methodology of the project implementation envisaged piloting and testing some specific activities outlined in the Logframe. As a result of a preliminary situational assessment and current status of women’s participation in peace negotiations, and consultations with partners (women’s national machineries, several line ministries, especially ministry of defense, ministry of foreign affairs and ministry of interior, international organizations, e.g. International Crisis Group, ODIHR/OSCE, UN counterparts, as OHCHR, UNDP, women’s networks, e.g. Southern Caucasus Women for Peace networks, etc.), three sub-regions were identified for project interventions, namely, South Asia with Pakistan and Afghanistan, Central Asia / Ferghana Valley with Tajikistan, Kyrgyzstan and Uzbekistan, and Southern Caucasus with Armenia, Azerbaijan and Georgia.

These three sub-regions were identified with full awareness of the differences not only between them but also within them. The cross regional approach allows to enhance communication, exchange and learning from different experiences of women peace activists and gender equality advocates from these diverse parts of the world. Such exchange of experiences and knowledge and cross-regional networking is a good opportunity for women peace activists and gender equality advocates strengthening and empowerment.

Work on the cross-regional level also allows for exploration of the possibilities of working towards establishment of a cross regional network of women peace activists and gender equality advocates from the participating countries with a common platform for action for the second phase of the project. In this regard, particular attention will be paid to sustaining of the capacities developed by the project’s first phase, especially in terms of continuous and meaningful engagement of women peace activists and gender equality advocates from the participating countries in the peace processes.

***Project strategies***

Overall **project implementation methodologies (strategies)** envisaged the following:

* Documenting and modeling of piloted in one country experience/knowledge/tools on NAPs, engendering Security Sector, referral mechanism and conflict mitigation and rapid  response system for further replication;
* Adapting those models to country situation and implementing it at national level by regionally trained members of network and partners;
* Generating and maintaining cross-regional knowledge, tools and practices;
* Building solidarity of HR and GE Advocates trough cross-regional common vision and consensus developed and exchange of experiences, approaches, strategies and knowledge.
* The training and the consultations on indicators of 1325 will be linked to a global process for developing results-based indicators on 1325 as mandated by SCR 1889, OP 17-18. UNIFEM in partnership with other UN agencies, and with the Office for the Special Advisor to the Secretary General on Gender issues, will engage in a global indicator-development process. The proposed regional work in this proposal will be closely linked to that global process.

***Project Management***

The project is being implemented by the United Nations Entity for Gender Equality and Empowering of Women (UN Women) in close collaboration with a range of national partners in each target country. The project is executed by the UN Women Project Team (PT) under overall strategic oversight and guidance of the UN Women Regional Programme Director for the EECA at the sub-regional level. The Programme Manager is responsible for day-to-day project management and guidance, provides technical advice and engages in dialogue with governments, civil society, UN colleagues in each country and EU partners and ensures that the project complements ongoing actions in target countries. The PM is responsible for all execution aspects of the project, including coordination and management of activities, the direct execution of all project components, and overall monitoring and reporting.

***Project monitoring and evaluation***

The project’s total budget for two and a half years is **USD 1,388,889**. EU Result Oriented Monitoring (ROM) of the project was conducted in October/November 2011 in Kyrgyzstan and Georgia. Changes to the project were made in accordance with the recommendations of the ROM report and a revised project document submitted to the EU in January 2011 for approval.

According to the project document, a final evaluation is foreseen for which an independent consultant shall be hired. In addition, a detailed annual work plan with output targets and indicators in line with UN Women Strategic Plan was developed (project logical framework was prepared to include output specific targets, indicators and baselines) and shared with all countries, while all interventions funded by the project were closely monitored by the Programme Manager. The monitoring of achieving the project outputs against set targets was done regularly and shared with the donor and project stakeholders and partners in form of annual reports.

Programme Manager kept regular consultations with all relevant country focal points and ensured prompt support and advice at all steps of the project implementation. All activities and results were accurately documented via reports and photos. A mid-term project retreat with all focal points was organized to review progresses, discuss entry points, challenges and ways ahead in the project implementation.

**Project beneficiaries and key stakeholders**

The project ***direct beneficiaries*** are:

* Women in South Asia (Pakistan and Afghanistan), the Southern Caucasus (Georgia, Armenia, Azerbaijan) and the Central Asia / Ferghana Valley (Tajikistan, Uzbekistan and Kyrgyzstan), who are empowered to influence conflict resolution and peace building processes;
* Women human rights defenders in these countries;
* Technical staff of government departments engaged in the project who will learn indicator development and tracking skills.

***Partners and other stakeholders***

The project strongly builds on previous and ongoing UN Women work in the beneficiary countries and sub-regionally and on partnerships already forged and tested with many of the partners, including international organizations, national ministries and institutions (i.e. Women’s national machineries, relevant line ministries (including the Ministry of Foreign Affairs, the Ministry of Defense and the Interior), National Statistics and parliamentarians, Ombud’s Offices, international and national NGOs, especially human rights organizations including specifically women’s organizations; women’s human rights advocates, including women holding political positions;

**4. Scope of the Evaluation**

The final project evaluation will be conducted by the external evaluation team and managed by UN Women Eastern Europe and Central Asia SRO e with substantive support from UN Women HQ division for Europe and Central Asia. Itis planned to be completed between the February and March 2013.

The evaluation will cover almost the 30-month project implementation period of October 2010 – March 2013.

The evaluation will be conducted in Georgia where the WCAC project team is based, with a travel to Tajikistan and online review for Pakistan to collect data as defined in the plan.

* + 1. **Evaluation questions**

The evaluation will address the criteria of ***Project Relevance, Effectiveness, Efficiency, Inclusiveness, Sustainability.*** 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 methodologies/strategies appropriate to address the identified needs of beneficiaries and stakeholders?

**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?

**Sustainability:** Are national partners committed to the continuation of the project (or some its elements) after funding ends?

Please include a section that includes information on existing information sources

* + 1. **Evaluation Approach, Process and Methodology**

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the sub-regional and country level. It will be carried out in accordance with UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines. Explicit emphasis will be placed on the integration of gender equality and human rights principles in the evaluation focus and process as established in the UNEG Handbook, *Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance*.

The evaluation should adhere to UN Women Evaluation Report Quality Standards. In addition, note will be taken of the recent guidance piloted by OECD/DAC entitled 'Guidance on Evaluating Conflict Prevention and Peacebuilding Activities and the World Development Report 2011 “Conflict, Security, and Development” that examines the changing nature of violence in the 21st century, and underlines the negative impact of repeated cycles of violence on a country or region’s development prospects.

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[[4]](#footnote-4)*).

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:

1. ***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.

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 WCAC project unit will also take place during this desk review/inception phase.

1. ***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, CEDAW and UN SCRs.

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.

 http://unevaluation.org/papersandpubs/documentdetail.jsp?doc\_id=980http://unevaluation.org/papersandpubs/documentdetail.jsp?doc\_id=980

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.

**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 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[[5]](#footnote-5). 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 per each Outcome
* Lessons learnt,
* Overall conclusions?
* Final region and country specific recommendations for UN Women potential programming in area of women, peace and security in project regions (Fergana Valley, Southern Caucasus, South Asia)
* Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

Translation/interpretation, secretarial assistance will be provided to the international evaluation consultant during his/her stay in Georgia and Tajikistan.

Language of all deliverables: English.

The timeframe allocated for the completion of the above indicated products: February-March 2013.

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| **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 | 5 |
| **Stage 2 Key Product – Evaluation Report** |
| **Data collection** (including field visit – Georgia 5 days, Tajikistan 5 days) | 12 |
| **Progress Report** of the Field work to UN Women EECA Sub-regional office and key internal and external stakeholders | 3 |
| **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. | 10 |
| **Final evaluation report** and five-page **executive summary** | 5 |
| **TOTAL number of working days:** |  35 |

* + 1. **Composition, Skills and Experience of the Evaluation Team**

A team of one external international evaluator and 2 national associate evaluators in Tajikistan (one) and in Georgia (one) 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 Southern Caucasus, Fergana Valley, South Asia.
* Fluent in English, knowledge of Russian would be an asset.

National Associate Evaluators 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 Associate 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 projects.
* 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 their countries respectively.
* Fluent in English and local language.
	+ 1. **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 Programme 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 WCAC 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 projects.

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; WCAC Programme 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 and key project stake-holders.

* + 1. **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)](http://www.uneval.org/normsandstandards/index.jsp)

[ANNEX 3: UN Women’s Guide to GE / HR Responsive Evaluation](http://unifem.org/evaluation_manual/) (please see hyperlink)

[ANNEX 4: UNEG Quality Check List for Evaluation Reports (please see hyperlink)](http://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/about_iom/eva_techref/UNEG_Eval_Report.pdf)

[ANNEX 5: UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation (please see hyperlink)](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)

ANNEX 6: [Quality Criteria for Evaluation Reports](http://unifem.org/evaluation_manual/wp-content/uploads/2011/05/Guidance-Note-8-Quality-Criteria-for-Evaluation-Reports.pdf) (please see hyperlink)

ANNEX 7: Evaluation Matrix

**ANNEX 1: Detailed Evaluation questions**

|  |  |
| --- | --- |
| ***Evaluation Criteria*** | **Questions** |
| ***Relevance*** | * Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
* Have the project objectives been addressing identified needs of the target groups in national and sub-regional contexts in order to realize their rights?
* Did the activities address the problems identified?
 |
| ***Effectiveness*** | * To what extent did the Project reach the planned results at the outcome/output level? 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 and project sub-regions?
* 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?
 |
| ***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?
* Are national partners committed to the continuation of the project (or some of its elements) after funding ends?
* To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?
 |

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** |
|   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |

1. UNIFEM 2008: ‘Women’s Participation in Peace Negotiations: Where are the Numbers?’ mimeo, October, New York. [↑](#footnote-ref-1)
2. The eight women were/are: Margaret Anstee in Angola (1992-1994), Angela King in South Africa (1992-1994), Elizabeth Rehn in Bosnia-Herzegovina (1997-1999), Ann Hercus in Cyprus (1998-1999), Heidi Tagliavini in Georgia (2002-2006); Caroline McAskie in Burundi (2004-2006); Ellen Margretha Løj in Liberia (2007-present); and Karin Landgren in Nepal (2009-present). Currently, four DSRSGs in peacekeeping missions are women. [↑](#footnote-ref-2)
3. The word “models” throughout the project document are used with the meaning of documented best practices and approaches that can be of use for replication with respective context specific alterations, modifications in other countries, contexts. [↑](#footnote-ref-3)
4. <http://unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980> [↑](#footnote-ref-4)
5. <http://erc.undp.org/unwomen/resources/guidance/Guidance%20Note%20-%20Quality%20Criteria%20for%20Evaluation%20Reports.pdf;jsessionid=29976B8B347BD52EB161D8E7CB7DFC94> [↑](#footnote-ref-5)