

Terms of Reference (TOR)

Final Evaluation of UN Women Programme on:

Preventing and Addressing Violence against Women and Girls in Albania, Mexico and Timor-Leste, effected from 1 March 2014 – 31 August, 2016

Background

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

Ending Violence against Women

Women's right to live free from violence is upheld by international agreements such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the 1993 UN Declaration on the Elimination of Violence against Women. UN Women works with countries at the global level to advance the international normative framework through support provided to inter-governmental processes, such as the General Assembly and the CSW. At the country level, UN Women supports Governments in adopting and enacting legal reforms aligned with international standards.

UN Women partners with Governments, UN agencies, civil society organizations and other institutions to advocate for ending violence, increase awareness of the causes and consequences of violence and build capacity of partners to prevent and respond to violence. UN Women also promotes the need for changing norms and behavior of men and boys, and advocate for gender equality and women's rights. UN Women supports expanding access to quality multi-sectoral responses for survivors covering safety, shelter, health, justice and other essential services. Policy guidance helps to step up investments in prevention — the most cost-effective, long-term means to stop violence.

UN Women works with Governments to develop dedicated national action plans to prevent and address violence against women, strengthening coordination among diverse actors required for sustained and meaningful action. UN Women also advocates for the integration of violence in key international, regional and national frameworks, such as the post-2015 development agenda.

Purpose and Objectives of the Evaluation

Preventing and Addressing Violence against Women and Girls in Albania, Mexico and Timor-Leste

The programme "Preventing and Addressing Violence against Women and Girls in Albania, Mexico and Timor-Leste" is the fruit of a cost-sharing agreement signed between the European Commission EIDHR (European Instrument for Democracy and Human Rights) - NEW Democracy and Human Rights, and UN Women in 2013. It was signed as part of the UN Women "COMMIT" a global initiative launched in 2012 calling leaders worldwide to take a stand to end violence against women and girls through concrete commitments.

This programme "Preventing and Addressing Violence against Women and Girls (VAWG) in Albania, Mexico, and Timor Leste" has been financed through a contribution of EUR 1 million from the European Instrument for Democracy and Human Rights (EIDHR).

The programme commenced on 1 March 2014 and will end on 31 August, 2016 (including the period of a no-cost extension of six months approved)

The programme addressed different forms of violence against women and girls in different contexts: trafficking in Albania, domestic violence in Timor-Leste and femicide in Mexico. The programme will support legislative changes, preventive measures and service provision for survivors.

Programme Overview

The overall objective of the Programme is to prevent and address root causes of VAW and support global advocacy to prevent it. The programme has a specific focus in each country in response to the national context. The expected outcome of the Programme is that laws, policies and strategies are adopted/reformed and implemented to respond to and prevent violence against women and girls in Albania (AL), Mexico (MX), and Timor Leste (TL).

To achieve this, the programme seeks to deliver outputs that relate to: a) strengthened capacities of key institutions at national and local levels to reform and implement policies on preventing and eliminating VAW; and b) increased public awareness and social mobilization, including mobilizing men and boys, to end VAW.

The programme consists of three Projects, with specific objective related to the common outcome. The specific objective of the programme in Albania is to reduce the incidence of trafficking in women and girls by addressing root causes, such as the lack of economic alternatives. In Mexico, the focus is on supporting legislative reform in line with international standards, with greater attention to femicide. In Timor-Leste, the objective is to implement the National Action Plan (NAP) on Gender-based Violence at national and decentralized levels through gender-responsive budgeting.

Project 1: Addressing root causes of trafficking in Albania

The overall objectives of Project 1 are: (1) Increased awareness of women and communities on trafficking, with expected results (ER): strengthened national capacities to raise awareness on trafficking in women and girls, enhanced capacities of media to inform and sensitize on trafficking, enhanced response by the educational system, improved knowledge basis for strengthened policy response at national and local level; and (2) Strengthened service provision for women survivors of violence, which ER are improved capacities of main stakeholders to better respond to women survivors and CCR system against GBV established in 3 municipalities' national shelter is fully functional. Within the 2 outputs, 12 activities have been identified (7 activities within the output on strengthening the capacity to preventing and responding to trafficking and 5 activities within the output on increasing public awareness).

Project 2: Addressing femicide in Mexico

The overall objective of Project 2 are: (1) Legislative harmonization regarding the definition of femicide as a felony in state and federal penal codes; the ERs are the availability of tools for legislative harmonization of state legal frameworks as well as improved legislative harmonization of Federal and States legal frameworks on VAW and femicide; and (2) Knowledge Management and tools to strengthen institutional capacities and sustain policies to protect women's right to a life free of violence, which ER is strengthened institutional capacity in the justice sector to collect information in accordance with international standards on crimes committed against women-especially regarding femicide. Within the 2 Outputs, 6 activities have been identified (3 in each output).

Project 3: Addressing and preventing domestic violence in Timor Leste

The overall objective of Project 3 is: enhanced institutional capacity to implement the National Action Plan (NAP) on GBV at national and decentralized levels. The ER is enhanced capacity of government in the implementation and monitoring of the NAP on GBV, including use of monitoring system, plan and budget for the implementation of the NAP. Within this output 4 activities have been identified. A second output is increased public awareness and social mobilization to prevent VAW in which 3 activities have been identified.

Programme Goals, Objectives, & Strategies

The program outcomes, outcome indicators and outputs in each participating country are:

Mexico

Outcomes	Outcome 1: Laws, policies and strategies are adopted/reformed and implemented to respond to and prevent violence against women and girls.
Indicators	Indicator 1a: Approval of reformed legislation (including penal codes, secondary laws, regulations and protocols) on VAW including femicide in two states in Mexico (Veracruz and Coahuila).
Outputs	Output 1: National/state counterparts have strengthened capacities to align their laws, policies and strategies with international standards and recommendations. Output 2: Improved collection and analysis of data in the justice sector (particularly prosecutors and courts) in accordance with international standards on crimes committed against women.

Albania

Outcomes	Outcome 1: Laws, policies and strategies are adopted/reformed and implemented to respond to and prevent violence against women and girls.
Indicators	Indicator 1b: Percentage of positive feedback received on the quality of service provided by the Community Coordination Response in three municipalities. Indicator 1c: Number of registered cases of women victims of trafficking becoming employed (disaggregated by: self-employed; employed through the National Employment

	Service).
Outputs	Output 3: The capacity of key actors in preventing and responding to trafficking including reintegration of women and girls in Albania is strengthened. Output 4: Increased public awareness and social mobilization to stop VAW.

Timor-Leste

Outcomes	Outcome 1: Laws, policies and strategies are adopted/reformed and implemented to respond to and prevent violence against women and girls.
Indicators	Indicator 1d: Percentage of required resources for implementation of NAP on Gender-Based Violence budgeted for by line ministries and other implementing agencies in Timor-Leste.
Outputs	Output 5: Enhanced national capacity (SEAPSEM, line ministries) in the implementation and monitoring of the NAP on Gender-based Violence. Output 4: Increased public awareness and social mobilization to stop VAW.

Programme Management

The programme’s global component provides coordination and oversight of the action focused on ensuring appropriate start-up, budget-setting and delivery of programme activities. UN Women COs receive legal and corporate guidance on the establishment of implementing partner agreements. Each manages funding in-country, with the overall oversight of the corporate financial management, and within the corporate accounting system: ATLAS.

Implementing Partners

Mexico

This program collaborates closely with INMUJERES in both output areas of focus, which are priority areas for the institute. The programme has strengthened strategic alliance with INMUJERES and enhanced institutional cooperation and constructive dialogue. Direct intervention took place in the states of Coahuila and Veracruz, where the programme established productive relationships with the state authorities - in particular, the Commissions of Gender Equality of the local Congress and state-level mechanisms for the advancement of women.

In addition to these partnerships, the programme, established robust links and synergies with renowned national and international experts. These included important academic institutions such as El Colegio de Mexico and Centro de Investigacion y Docencia Economicas.

Albania

This program collaborates closely with the IOM and UNDP. Additionally, collaboration with MoIA has been fruitful with strong political will demonstrated by the Ministry and its units. The MSWY is also an important partner with which the programme collaborates. Finally, a Project Advisory Board was established to advise management throughout the duration of the initiative and to support and improve the quality of results, including supporting programme implementation through existing relations and identifying risks or areas of concern and recommendations to improve effectiveness. The Board will function for the remainder of the programme's duration.

Timor-Leste

The programme collaborates with SEAPSEM, the Ministry of Education and Culture, the Ministry of Justice and the Courts, Search for Common Ground, and the National Women's Network, Rede Feto.

The emerging collaboration with the Ministry of Education and Culture focuses on strengthening GBV prevention through engagement with three primary schools using the Child-Friendly School Approach. The programme provided the technical support to develop the monitoring framework through the agreement with the International Centre for Research on Women.

The programme has also worked with the Ministry of Justice Legal Training Centre, the Court of Appeals. The programme's partnership with Search for Common Ground focuses on strengthening the capacity of media, including community radio journalists, on gender-sensitive reporting and the development of programming that promotes gender-equitable attitudes, particularly engaging men and boys.

The programme collaborated with the National Women's Network, Rede Feto, to develop the Safe Dili movement. The programme will also establish an agreement with NGO partner(s) to implement the community-based prevention activities. Other NGOs remain engaged in knowledge-sharing and learning activities include AMKV, Ba Futuru, Alola Foundation, and Fokupers.

Final Evaluation

As part of the programme, a final, independent and summative evaluation will be carried out upon completion of implementation according to UN Women's evaluation policy. Finding and recommendations from the evaluation will inform UN Women's future programming in related issues. The evaluation will follow up the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System and the UN Women Evaluation Policy.

Previous Evaluation Activities

In addition to programme monitoring, the European Commission (EC) conducted a Results Oriented Monitoring of the programme in early 2016. The programme commenced on 1 March 2014 and will end on 31 August, 2016 (including the period of a no-cost extension of six months approved). This programme has been financed through a contribution of EUR 1 million from the European Instrument for Democracy and Human Rights (EIDHR).

Purpose of the Evaluation

The purpose of the evaluation is to assess the results of the project, to inform future programme development and to share lessons from the implementation

The final Evaluation will be independent and conducted by an external team. The Evaluation is being undertaken towards the completion of programme implementation. The Evaluation will assess improvements in project participating countries by reviewing the programme design, implementation arrangements and achieved results and outcomes. It will assess progress of the programme against stated outputs and outcomes, as well as identify valuable lessons and recommendations to further expand on and scale-up the work to end violence against women.

Objectives of Evaluation

The main objectives of the Evaluation are as follows:

- Analyze programme outcomes and assess effectiveness of the approach and strategies used by the programme countries to eliminate violence against women.
- Examine programme results in relation to the intended outcomes and outputs and identify the strengths and weaknesses in programme design and implementation to scale-up the lessons learned and improve future programming on ending violence against women.
- Examine critical factors that enable or hinder effective achievement of intended results.
- Draw key lessons on the role of partnerships and multi-stakeholder mechanisms in the achievement of planned outputs and outcomes.
- Provide recommendations on how to address the critical factors that hinder effective achievement of intended results.
- Document lessons learned and best practices and provide recommendations to inform future work on eliminating violence against women.
- Assess institutional capacity and potential for sustainability of the on-going work in programme countries.
- Assess implementation models and managerial structures created for the partnership.

Main Audience

The main audience of the Evaluation is UN Women senior management, Strategic Partnership Division (SPD), the European Commission, programme coordinators, Country Offices that participated in the programme and national partners.

Evaluation Coverage and Scope

The scope of the Evaluation will be defined by the timeframe and geographic coverage. The scope will include the project design, implementation and management, lessons learned, replicability and recommendations for current and future projects and initiatives.

Timeframe: The programme started 1 March 2014 and will end on 31 August, 2016. There was an extension granted to complete activities as the project was originally schedule to be complete as of March 2016.

Geographic scope: The Evaluation will assess global and country-level programme components in the countries where it has been implemented.

Evaluation Criteria & Corresponding Draft Questions: The Evaluation will address the five criteria of *relevance, efficiency, effectiveness, sustainability, and impact*.¹ In addition, the Evaluation will endeavor to collect any lessons learned to date that can support programme implementation and future efforts. The Evaluation will make informed statements about the anticipated sustainability and potential for impact of the programme, based upon the results achieved to date.

The following potential Evaluation questions are organized by each of the five Evaluation criteria. They are focused on the main, planned areas of programmatic achievement as described in the Project Document.

Table 1: Potential Evaluation Questions

Criterion	Main Evaluation Questions	Sub-Questions
Relevance	1. Were the programmatic approaches and strategies appropriate to address the problem and to achieve planned results?	1.1 Is the programme design the most appropriate way to reach intended outcomes? Are there other more efficient ways to achieve similar results? 1.2 Is the programme design appropriate for the cultural, political, and economic context of the selected country? 1.3 Are the objectives set for the programme appropriate and relevant to the programme countries? To UN Women and TCCC goals?
Efficiency	2. How efficiently has UN Women implemented the programme?	2.1 How efficiently and timely were programme activities implemented as per the work plans? 2.2 Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programmatic outcomes? Are expenditures in line with the planned programme budgets? If not, have revisions been made to the budgets? 2.3 What has been the quality of the programme monitoring and reporting including the use of various M&E tools?
Effectiveness	3. What has been the progress made towards achievement of the	3.1 Is the implementation arrangement for the programme effective to achieve planned objectives? If not,

¹ The evaluation criteria aligns with the UN Evaluation Group (UNEG) evaluation criteria. Impact will be assessed to the extent possible, considering the timing of the evaluation as it comes just as the programme is wrapping up.

	expected outcomes and expected results? What are the results achieved?	how can it be improved? 3.2 How effective are the partnerships developed with national partners for delivering intended results of the programme? What are the existing gaps, and why do they exist? 3.3 How effectively has the programme management monitored performance and results of the programme? 3.4 What has been the effectiveness of direct actions such as conducting training, developing tools and providing recommendations?
Potential Sustainability	4. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time when the programme ceases?	4.1 Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment to continue the work of the programme or replicate it? 4.2 How has the programme set in place mechanisms to ensure sustainability of its results? 4.3 To what extent has the programme supported knowledge transfer and capacity building of partners and what is the degree of institutionalization of approaches developed under the programme framework?
Impact	5. To what extent has the programme achieved the intended programme objectives?	5.1 Has the programme achieved the intended objectives? What are the gaps? 5.2 To what extent has the programme increased awareness on violence against women?
Gender Equality and Human Rights	6. To what extent the programme addressed the underlying root causes of gender-based violence? How has attention to integration of gender equality and human rights	6.1 Has the programme tackled inequalities and social gender roles, norms and mandates that lie at the basis of violence against women? 6.2 Has the programme innovated the approaches, concepts and strategies to address structural inequalities and subsequent

	concerns advanced the area of work?	violence against women?
Lessons Learned	7. What can we learn from this programme that will inform future work on ending violence against women?	7.1 What are the best practices emerging from the programme? 7.2 What were the challenges that affected the programme's ability to achieve desired results? 7.3 Have any potential practices or tools been used during the programme that could be replicable elsewhere? 7.4 What areas can be improved in regard to programme design, planning and implementation, especially with respect to setting targets, accelerating effective delivery of results and sustainability and impact?

Evaluation Methodologies and Process

a. Methods

The Evaluation will be a transparent and participatory process and will use a mixed-methods approach, primarily qualitative, that aligns with the final matrix of questions. However, it will also include quantitative data collection/analysis as feasible. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy,² and adhere to the United Nations norms and standards for evaluation in the UN System.

The following data sources may be utilized, with data triangulated to ensure validity and reliability:

- Desk review of documents
- Review of baseline data
- Interviews and focus groups
- Case studies
- Possible Surveys (TBD)

Proposed Format of Final Evaluation Report

Final evaluation report:

- Executive Summary (maximum five pages)
- Programme description
- Evaluation purpose
- Evaluation methodology
- Findings
- Conclusions
- Lessons learned

² UN Women, *Evaluation Policy for the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

- Recommendations
- Annexes, (including interview list, without identifying names, in the interests of confidentiality/anonymity; data collection instruments; key documents consulted; case studies with country examples, Terms of Reference)

Evaluation Management

The Evaluation will be managed by the Programme Division at UN Women Headquarters in collaboration with Evaluation Office and the entire process will be conducted in accordance with UN Women Evaluation guidelines and UN Evaluation Group (UNEG) norms, standards and ethical guidelines.³

This Evaluation will be a participatory process and the Evaluation manager will consult with the UN Women Programme Division, as well as programme country offices as required. At the end of the Evaluation, the Programme Division will support dissemination of the Evaluation report, findings and recommendations.

Timeframe, Deliverables and Payments

Following in-depth preparatory work, the Evaluation will be conducted from **1 September– 31 December 2016**.

There will be four main deliverables produced during the Evaluation:

1. **Desk Analysis (September):** Prior to the deployment in the region, the evaluation team/the evaluator would receive substantial documentation about the project and have a couple of weeks to review all the documents received as well as other analysis papers related to the countries and legislation in place in Timor Leste, Mexico and Albania. At the completion of the desk analysis an **Inception Report** will be delivered including a detailed evaluation methodology, question matrix, analysis and data collection tools and the evaluation work plan.
2. **Deployment in the countries (October):** The evaluation team/the evaluator will visit at least two of the three countries where the project is being implemented as well as the UNW Headquarters where the project is managed. The visit to the countries will aim to conduct interviews and bilateral meetings with main stakeholders, key national institutions and representatives of the civil society related to the implementation of the project. It will also aim to visit *in situ* the results of the activities conducted and outcomes of the project. At the end of each country visit a workshop will be conducted (through power point presentations) to present main findings and conclusions to the beneficiaries and implementing institutions.
3. **Drafting Phase (November):** The evaluation team/the evaluator will concentrate on analyzing and assessing all the information gathered and the interviews conducted with an aim to prepare a First Draft of the Evaluation Report. On 20 of November a first draft could be submitted to UNW HQ and the country offices in Albania, Mexico and Timor Leste for their consideration. With the delivery of the first draft a dissemination strategy of the Evaluation Report will be proposed.

4. **Sharing of the report and collection of comments:** After reception of the first version of the report, UNW should review the draft, share it with other institutions and submit their comments. All comments will be reviewed and considered and if not accepted, reflected in the report. On 12 December a new version of the report, based on the comments received, could be submitted to UNW for their final consideration together with a Power Point Presentation with main findings and recommendations of the Evaluation Mission. After two rounds of comments a final version of the Evaluation Report will be submitted on 31 of December.

The following table provides an indicative timeframe and activities for the Evaluation and the corresponding deliverables:

Table 2: Timeframe, activities and outputs (1 September – 31 December 2016)

Timeframe	Primary Activities	Output
Inception Phase		
	Initial meeting with evaluation team either in-person or via Skype (depending on where they are located)	Timeframe and work plan agreed Kickstart the project with desk review and initial interviews
	Evaluation team submits a draft Inception Report, including proposed methodology, work plan, and agreed-upon deliverables/timeframe	Draft Inception Report
	Convene Reference Group to discuss Inception Report, provide feedback to evaluation team, finalize methodology, questions, and work plan	Evaluation Methodology, Question Matrix, and work plan
	Evaluation team submits revised Inception Report, and UN Women HQ shares the final inception report with country programme offices	Final Inception Report
Data Collection Phase		
	Evaluation team conducts interviews with key stakeholders in programme countries	One Report per countries of results of Interviews
	Concurrently, evaluation team conducts further document review, interviews with global, regional UN Women staff,	Review and analysis of data

	partner organizations, donors, etc.	
Analysis, Report Writing and Validation Phase		
	Evaluation team submits first draft evaluation report, including summary country-level reports and summary of global efforts.	1st draft evaluation report
	UN Women HQ, the reference group and Evaluation Division review first draft and provide feedback	Feedback gathered
	UN Women HQ compiles all the feedback and shares with evaluation team	Feedback compiled and shared
	Evaluation team submits final evaluation report	Final Evaluation Report

Table 3: The payment of instalments are anticipated as follows:

Fees:				
Phase 1	Desk phase and Inception Report	September	10%	\$3,950
Phase 2	Deployment	October	20%	\$7,900
Phase 3	First Draft Evaluation Report	November	35%	\$13,825
Phase 4	Final Version Evaluation Report	December	35%	\$13,825
Total			100%	\$39,500

Evaluation expert

The final evaluation will be conducted by an independent evaluation expert. The expert and any potential team members should have the requisite and complementary skill set (individually and jointly) to undertake a complex, multi-country programme evaluation.

The Evaluation Expert will demonstrate experience and expertise in leadership and coordination of Evaluations. The evaluation expert will be responsible for coordinating the evaluation as a whole, including logistics, preparation for the work plan, dissemination of all methodological tools, delivery of the expected evaluation outputs and all presentations.

Specifically, the **Evaluation expert** is expected to have the following expertise:

- At least a master's degree, preferably in Human Rights and Gender.
- Technical expertise in gender equality and ending violence against women
- Extensive knowledge of and experience applying qualitative and quantitative Evaluation methods, particularly at the outcome level
- Experience in evaluation of programs with budget over USD 1million.
- A minimum of 7 years of experience in conducting evaluations and with focus on strategy, policies, processes, planning and reporting in the field of gender equality, justice and human rights. Experience on evaluation EU programmes is an asset.
- Expert data analysis skills
- Strong ability to translate complex data into effective, written reports
- Experience in gender analysis
- Detailed knowledge of the role of the UN and its programming is desirable
- Process management and facilitation skills
- Good understanding of results based management approach, focus on efficiency and effectiveness and strong communication skills.
- Familiarity or previous experience in at least one of the identified countries/regions
- Familiarity with UNEG evaluation standards is an asset
- English language proficiency, knowledge of one of the other languages in the programme countries is an asset.

Ethical code of conduct

Links to the [UN Women Evaluation Consultants Agreement Form](#), [UNEG Ethical Guidelines](#) and [Code of Conduct for Evaluation in the UN system](#) should be provided.

ANNEXES

After the selection of the evaluation consultant/firm, the following documents should be appended to the ToR:

UN Women GERAAS evaluation report quality checklist

[UN Women Evaluation Consultants Agreement Form](#)

UNEG [Norms for Evaluation in the UN System](#)

UNEG [Standards for Evaluation in the UN System](#)

[UN Women Evaluation Handbook](#)