



Terms of Reference

Final evaluation
of the project “Opening new horizons for women”



Republic of Moldova, Transdnistrian Region

1. Background, purpose and use of the evaluation:

Center for support and development of civic initiatives “Resonance” (here and after Center “Resonance”) is an independent non-governmental nonprofit organization actively working at Transdnistria, Moldova with a mission to increase the level of social activity of the population in solving social problems of youth, women and social vulnerable people in Transdnistria. The organisation concentrates its forces on promotion of gender equality and women human rights protection, capacity development of NGOs and development of youth volunteer movement. The Center’s methods of work are gender mainstreaming, democratic participatory and inclusive, transparency, mobility, high level provided services. Staff and volunteers members are working through action, training and education, research and dissemination.

The Center “Resonance” received grant from The UN Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund) for the period of 2009-2011 on implementation of **the project “Opening new horizons for women”**. The implemented project is considered to be a key component in the framework of the Resonance’s Program on prevention and protection from domestic violence “Family center “Harmony”” start-up in 2008. The UN Trust Fund, established by UN General Assembly resolution 50/166 in 1996 and managed by UN Women on behalf of the UN system, supports local and national efforts to end violence against women and girls.

The overall goal of the project “Opening new horizons for women” was to reduce domestic violence in Transdnistrian region (TN) of Moldova Republic. **The project targeted to** strengthen women capacities by providing wide access to information on women self-realization in private and public life, public awareness to the problem of domestic violence, consulting for women and creating stable women grassroots organisations.

Project objectives:

- A) Creation of new opportunities and conditions for prevention and combating with spreading domestic violence and trafficking of women and girls;
- B) Increasing public awareness on the problem of violence against women, facilitating the recognition of the problem among all representatives of civil society sectors and society as a whole, and strengthening resource mobilization for combating domestic violence and trafficking.

Project outcomes:

- 1) To increase the level of protection for women survivor from domestic violence by 10%
- 2) To increase awareness among women and girls about the ways of protection from domestic violence and human being trafficking by 10%
- 3) To raise public involvement in anti domestic violence campaign by 12%
- 4) To increase awareness of people responsible for adopting local policy measures and legislation in the field of domestic violence by 10%.

The purpose of the evaluation: to conduct a final in-depth assessment of the project for the period 2009 – 2011 in order to establish its achievements, challenges, successful activities, best practices and lessons learnt as well as suggest future priority actions to address the needs of women and girls. The evaluation should be done to assess the performance of the project against key parameters including the project’s relevance, effectiveness, efficiency, sustainability, replicability, timelines of activity implementation, and its strengths and weaknesses.

Objectives:

- Evaluate the extent to which planned results, including agreed outputs and outcomes have been achieved as result of project implementation;

- Evaluate how economically or optimally financial, human and technical inputs have been used to produce outputs;
- Identify the strengths and weaknesses of the project and come up with findings, lessons and recommendations and learning to guide and inform future programme work;
- Provide concrete recommendations for future priorities in order to address women and girls suffered from violence in the region.

The evaluation process is initiated by Center “Resonance” with the support of UN Women Eastern Europe and Central Asia Sub-regional Office (EECA SRO) as a mandatory activity planned in the project.

2. Evaluation questions

The evaluation will answer the key questions outlined below in its final report. These questions remain generic, but are consistent with standard approaches to project evaluation.

Relevance:

- Are the project objectives addressing identified rights and needs of the target group(s) in regional contexts?
- Do the activities address the problems identified?
- Is the project design articulated in a coherent structure?

Effectiveness:

- What has been the progress made towards achievement of the expected outcomes and expected results?
- What are the results achieved?
- What are the reasons for the achievement or non-achievement?
- To what extent have beneficiaries been satisfied with the results?
- To what extent the objectives have been achieved, and do the intended and unintended benefits meet fairly the needs of disadvantaged women?
- What is the reach of the project in view of the targets envisioned at the start?

Efficiency:

- 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?
- Could the activities and outputs been delivered with fewer resources without reducing their quality and quantity?
- Have UN Women’s organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?

Sustainability:

- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time if the project were to cease?
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- What adaptive or management capacities of national partners, such as learning, leadership, programme and process management, networking and linkages have been supported?

Impact:

- What are the intended and unintended, positive and negative, long term effects of the project?

- To what extent can the changes that have occurred as a result of the project be identified and measured?
- To what extent can the identified changes be attributed to the project?
- What are the positive and negative changes produced directly or indirectly by the project on the opportunities of different groups of women, and on the socioeconomic conditions of their localities?

3. Evaluation methodology and approach

The evaluation will be conducted by International Evaluator in close coordination with the Center Resonance team.

The evaluation will be undertaken through a combination of qualitative and quantitative techniques that will be used to gather data and information from main stakeholders of the project mainly target groups including women and girls, volunteers, members of Women initiative groups, local government officials etc. The evaluators should use Human Rights and Gender Equality based approaches, as well as results-based management approach, including the methodology of participatory approach of evaluation. The data and information gathered will be systematically analyzed and presented following the evaluation criteria mentioned above.

Key recommended steps

Preparation

- This involves briefing, orienting and clarifying relevant issues and approaches to the evaluators about the key concepts. The project staff in close cooperation with UN Women EECA SRO will contact the selected evaluator and clarify the issues from ToR.

Inception

- The evaluation team extensively review existing documents, meet the Resonance team and prepare a brief inception report. The inception report will include a clear, time and resource bound detailed work plan, clear evaluation questions and tools. An inception report to be prepared by consultants and presented to Center Resonance for discussion and agreement before the evaluation team moves to the implementation phase.

Data collection

- Desk reviews and analysis of key and relevant documents including implementing partners, progress reports, reviews, assessment reports etc.
- Interviews with key informants, Resonance staff, selected Development Partners, Implementing partners (state and non-state actors) and beneficiaries. The sample size of the interviewees should be representative of the whole population in the project area as well as weighted in a way that all beneficiary groups and all project locations are represented.

Resonance staff is responsible for invitation of the key stakeholders and schedule the time for interviews.

Analysis

- Evaluators will analyse collected data/information, seek clarifications from different sources to enrich the findings.

The project staff will send any necessary documents and information.

Reporting

- Evaluator will present and submit report according to the agreed format to the Resonance Management.

Dissemination

- The project staff is responsible for dissemination of the findings to the appropriate stakeholders and beneficiaries.

4. Deliverables

A. Inception Report

Within five (5) days of award of contract, the Evaluator, based on consultations with the national consultant shall submit an electronic copy of a draft inception report to Resonance. The inception report provides an opportunity for Resonance team to ensure that their interpretations of the TOR are mutually consistent. The project director will coordinate the internal review and approval of the inception report. The inception report shall:

- Explain the evaluators' understanding of what is being evaluated and why;
- Review and strengthen the evaluation methodology, describing the plans to engage and involve stakeholders in the design (e.g., questions, objectives, methods, data-collection instruments), data collection, data analysis, and development of recommendations;
- Note: Consultant/Evaluator are encouraged to suggest refinements to the TOR and to propose creative or cost- or time-saving approaches to the evaluation and explain their anticipated value.
- For each of the evaluative criteria, describe the measurable performance indicators or standards of performance that will be used to assess progress towards the attainment of results, including outcomes;
- Explain the Consultant's/Evaluator's procedures to ensure informed consent among all people to be interviewed or surveyed and confidentiality and privacy during and after discussion of sensitive issues with beneficiaries or members of the public;
- Provide a proposed schedule of tasks, activities, evaluation methodologies and deliverables consistent with this TOR.

B. Power point presentation of preliminary findings to the key stakeholders.

The comments made by key stakeholders should inform the draft report.

C. Draft Evaluation Report

The Evaluator shall submit an electronic copy of a draft evaluation report to Center Resonance no later than 15 days after completing project evaluation. The draft report should be thoroughly copy edited to ensure that comments from Center Resonance, UNTF and other stakeholders on content, presentation, language, and structure can be reduced to a minimum.

After Center Resonance and stakeholders' review of the draft report, the project director shall submit these to the Evaluator. Based on these comments, the Evaluator, shall correct all factual errors and inaccuracies and make changes related to the report's structure, consistency, analytical rigor, validity of evidence, and requirements in the TOR. After making the necessary changes, the Evaluator will submit a revised draft evaluation report, which may lead to further comments from Resonance, UN Women EECA SRO, and the UN Trust Fund. After the second round of review and, if necessary, further revision to the draft evaluation report, the Team leader can then submit the final report pending Resonance, UN Women EECA SRO and the UN Trust Fund's approval.

D. Final Report

The recommended structure of the final report is provided below and the Consultant/Evaluator should follow this as closely as possible. The report must contain a self-contained executive summary that provides a clear, concise presentation of the evaluation's main conclusions and key recommendations and reviews salient

issues identified in the evaluation. All deliverables must be in English. The final report should be also presented in Russian after reviewing by national consultant (if the international consultant does not speak Russian, the translation of the final report into Russian will be arranged).

The evaluator should submit final report to Center “Resonance” and UN Women EECA SRO in two signed hard copies and electronically.

The report should include, but not be limited to the following:

- Contents page
- Abbreviations glossary
- Executive summary of the main findings in tabular format
- Information in structured format, gathered through variety of tools and techniques
- A clear set of conclusions and recommendations emerging from the evaluation
- Recommendations for further program planning, main strategies and future priorities
- Relevant annexes with supporting documentation that might include approach, methodology, persons consulted, project sites visited, case studies, other.

At a minimum, the final report shall contain the *following annexes*:

- List of persons interviewed (using aliases to ensure confidentiality where needed) and sites visited;
- Data-collection instruments (copies of surveys, questionnaires, etc.);
- Methodology used (detailing the process, activities and timelines associated with the evaluation)
- Sample profile (detailing the beneficiary sample distribution, how it is representative of population served, people interviewed internally at the organization, external interviews, sources of secondary data/documents reviewed)
- A bibliography or list of references; and,
- The TOR for the evaluation.

5. Ethics

The evaluation of the project will be conducted along highest ethical and legal standards and with due regard for the welfare of those involved in the evaluation, especially women, girls and members of other vulnerable or disadvantaged groups and in accordance with Ethical guidelines for Evaluation. Due consideration will also be given to beneficiaries and other stakeholders on confidentiality of information and privacy during consultations and personal interviews.

6. Timeframe

The overall consultancy will tentatively begin on January 9, 2012 and finalize in 20 working days including a 5-days mission (field visit) to Moldova (Transdnistria region) to undertake consultations with Center Resonance. The other two and three days of remote work will be dedicated to the desk review and wrap up of the mission/ finalising of the report, respectively.

The Evaluator is expected to submit a draft evaluation report, drafted based on inputs received from the other consultant, with a debriefing with the Resonance and UN Women EECA SRO no later than 26 January 2012.

7. Definition of supervision arrangements:

The selected candidate will work in close cooperation with the Project manager (RESONANCE), but without compromising the objectivity of the evaluator. The Project manager will perform the assessment report concerning contractor’s work after the evaluation completed.

8. Consultant/evaluator qualification and experience

COMPETENCIES:

Technical/Functional:

- Extensive knowledge and experience in evaluation and application of quantitative and qualitative methods.
- A strong record in designing and leading evaluations.
- Experience in gender analysis and human rights.
- Familiarity with the political, economic and social situation in Moldova (Transdnistria region)
- Experience in working with multi-stakeholders essential: governments, civil society, community based organizations, and the UN/multilateral/bilateral institutions.
- Experience in participatory approach is a must as well as facilitation skills and ability to manage diversity of views in different cultural contexts.
- Experience in capacity development essential.
- Ability to produce well written reports demonstrating analytical ability and communication skill. Proven ability to undertake self-directed research.
- Ability to work with the organization commissioning the evaluation and with other evaluation stakeholders to ensure that a high quality product is delivered on a timely basis.
- Excellent writing skills, ability to write in a structured, lucid and concise manner.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

REQUIRED SKILLS AND EXPERIENCE:

Education:

- Advanced University degree or equivalent in Political Science, International Development Studies, Gender/Women's Studies, Economics or Sociology. Advanced University degree in Monitoring and Results Based Management considered an asset

Experience:

- 10 years of working experience in evaluation, and at least 5 in evaluation of development programmes
- Experience in evaluation of programs with budget over USD 1 million.
- 5 years of experience and background on gender equality and economic policy with understanding of gender responsive planning, budgeting and monitoring.
- Fluent in English, knowledge of Russian language would be an asset

9. Application requirements:

All expressions of interest should include:

- **Evaluator's CV** outlining her/his experience
- **Technical Proposal** highlighting: brief explanation about the Evaluator with particular emphasis on previous experience in this kind of work; profile of the Evaluator to be involved in undertaking the evaluation.
- **Financial Proposal:** Each applicant will be required to submit an aggregated financial offer ("aggregated financial offer" is the total sum of all financial claims of the candidate for accomplishment of the task including travel expenses related to 5-days mission to Moldova). The evaluator shall bare costs for all supplies needed for data collection and data processing including possession of his own personal computer.

Applications should be submitted by **26 December 2011** via email to civicinitiatives@gmail.com marked with the Title of the letter: *Evaluation of the project for Resonance*".

For additional information please contact Juliana Abramova – tel. + 373 69344330, e-mail: civicinitiatives@gmail.com.