

## 1 THE PROGRAMME

High-rates of gender-based violence and the persistence of conservative gendered norms at home and in the community violate women's fundamental human rights and pose serious barriers to social cohesion and sustainable economic development in Armenia. 69% of Armenian women report being physically assaulted by an intimate partner – often times in the presence of children – at least once in their lives. Improving conditions for women requires both strengthening the capacities of CSOs that work with women at the community level and promoting survivors' access to targeted economic opportunities at the individual level.

Over a 2-year period, the project guided more than 230 gender-based violence (GBV) survivors as they enhanced their employability and small business skills, and pursued new income-generating opportunities that promote independence and support decent living conditions for women and their families. In parallel, we collaborated with 4 CSOs that already work with GBV survivors to improve their capacity to deliver economic development programmes that are supportive of gender equality, protective against GBV, and engage the public, support groups, employers and other civil society and market actors across many sectors in joint actions, dialogue, and training around norms, safe workspaces, and protection strategies linked to economic opportunities.

This project is funded by the European Union and implemented by the Near East Foundation-UK in partnership with the Gegharkunik Chamber of Commerce and Industry. The EUR 342,711 (AMD 192,132,733) project, 95 per cent *funded by the European Union* under the European Instrument for Democracy and Human Rights (EIDHR) – a country-based Support Scheme – is implemented in Yerevan, and Syunik and Lori Provinces to improve protection, gender equality, agency, and economic independence for women survivors of gender-based violence.

Gegharkunik Chamber of Commerce and Industry (GCCCI)—a Gavar-based chamber of commerce and Near East Foundation UK (NEF-UK)—a UK-based international charity—started the project on 21 January 2015. The project is due to be completed by 20 January 2017.

*Overall objective:* Armenian civil society organisations are effectively promoting women's rights and gender equality among vulnerable groups of women.

*Specific objective:* Increased effectiveness of civil society organisations (CSOs) to deliver economic development programmes that are supportive of gender equality and protective against GBV

Our intended results were as follows:

- Result 1 (R1). Increased technical and managerial capacities of CSOs to implement programmes that protect rights, prevent GBV, and promote agency and economic empowerment for GBV survivors.

- Result 2 (R2). Increased ability of CSOs to facilitate inclusive civil society and community dialogue, joint actions, awareness and learning linked to GBV prevention and gender equality.
- Result 3 (R3). Increased employability or micro enterprise skills and safe access to economic opportunities of GBV survivors.
- Result 4 (R4). Increased confidence and capacity for self-reliance of GBV survivors.
- Result 5 (R5). Employers of survivors increase understanding of GBV and creation of safe work environments.
- Result 6 (R6). Community leaders and youth increase awareness of GBV and commitment to GBV prevention and gender equality.

## 2 GOALS AND OBJECTIVES OF THE EVALUATION

The external consultant will evaluate the extent to which the project achieved the above results in the two-year project timeframe using the evaluative framework outlined below.

### Evaluation Questions

The external consultant will utilise the DAC Criteria for Evaluating Development Assistance<sup>1</sup> to evaluate the project. The DAC methodology focusing on 5 main themes: relevance, effectiveness, efficiency, sustainability, and impact.

**Relevance**, defined as “the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor”.

- To what extent are the objectives of the programme still valid?
- Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

**Effectiveness**, defined as “the extent to which an aid activity attains its objectives”.

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

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<sup>1</sup> The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

**Efficiency**, defined as an economic term that signifies that the aid uses the least costly resources possible in order to achieve the desired results.

- Were activities cost-efficient (value-for-money)?
- Were objectives achieved on time?
- Was the programme or project implemented in the most efficient way compared to alternatives?

**Impact**, defined as “the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended”.

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

**Sustainability**, defined as the extent to which the “benefits of an activity are likely to continue after donor funding has been withdrawn”.

- To what extent did the benefits of a programme or project continue after donor funding ceased?
- What were the major factors that influenced the achievement or non-achievement of sustainability of the programme or project?

The external consultant will supplement the DAC methodology outlined above with an analysis of the following:

**Learning:** What aspects of the project worked well? Which aspects of the project could be improved upon? Why?

**Proof of concept:** Did foundational assumptions underpinning programme design hold true? If yes, did they follow the anticipated logical progression as captured in the theory of change? If not, why was this?

**Replication and multiplication of project outcomes:** Does project design lend itself to scale-up? How can the team capitalise upon successes achieved moving forward? Is the model applicable to other regions in Armenia? Are there significant differences in regional v. urban outcomes and impact that should be taken into account?

**A value-for-money assessment of a cross-disciplinary joint action:** Analyse the effectiveness and the impact of a joint-action in relation to resources invested by diverse stakeholders and the evidence base for learning and replication.

**Coherence with EU and Armenia policies and programmes.**

### 3 METHODOLOGY

The project evaluation will be participatory in nature, and utilise qualitative methods (i.e. interviews, focus groups) to engage “direct” women beneficiaries, partner and CBO staff, members of referral networks established by the projects.

The project team will place quantitative and qualitative data collected as part of standard reporting processes at the disposal of the evaluator.

#### Roles and Responsibilities of the Evaluation Team

The table below details the team in charge of the final evaluation and outlines the roles and responsibilities assigned to each personnel.

Position	Roles and responsibilities
1. External consultant To be determined.	<ul style="list-style-type: none"><li>• Leads final evaluation.</li><li>• Responsible for general implementation and development of final products.</li></ul>
2. Monitoring, Evaluation, and Learning Officer, NEF UK	<ul style="list-style-type: none"><li>• Provides technical support to refine evaluative methodology.</li><li>• Validates final evaluation products.</li></ul>
3. Monitoring and Evaluation Officer, NEF UK	<ul style="list-style-type: none"><li>• Responsible for the general development of evaluation methodology.</li><li>• Contributes to implementation according to the needs and proposals of the external consultant.</li></ul>
3. Programme Director, NEF UK	<ul style="list-style-type: none"><li>• Contributes to implementation according to the needs and proposals of the external consultant.</li></ul>
4. Programme Officer, NEF UK	<ul style="list-style-type: none"><li>• Contributes to implementation according to the needs and proposals of the external consultant.</li></ul>

#### 4 Deliverables

The external consultant will produce a 25-30-page report synthesising his/her findings in English. The report should contain the following sections:

- Description of the host of activities undertaken by the project;
- Description of the approach and data collection methods employed by the consultant, including how the sample of participants was selected;
- Principle findings and analysis by project's objectives and results, and by evaluation questions and DAC criteria; and
- Recommendations to improve or capitalise upon the project model.

#### 5 Timeline

The final evaluation period will span from 13 March 2017 – 31 March 2017, and roll out according to the following timeline.

<b>What</b>	<b>When + number of days (12 days; between March 13 – March 31)</b>	<b>Who</b>
Data collection and cleaning in preparation for final analysis	--	Project staff and CBO partners
General framing of the final evaluation; discussion of the Terms of Reference, methodology	0.5 days	External consultant, Project Director, Programme Officer, M&E Officer
Field work	7 days	External consultant with logistical support from Project Director
Draft report in English	3 days	External consultant
Restitution with project team	0.5 days	External consultant, Project Director, Programme

		Officer, M&E Officer
Final report in English	1 day	External consultant

## 6 Budget

The payment terms will be agreed with the consultant prior to contracting.

The consultant is expected to provide her/his own office space and working equipment. In addition, the consultant is expected to cover the cost of insurance, travel, communication and any expenses associated with the consultancy within the available budget.

## 7 Research Profile and Selection of External Consultant

The external consultant shall have the following qualifications:

- Expertise in external evaluations, analysis of change and learning processes;
- Expertise in implementing gender-sensitive evaluations, expertise in evaluating projects that promote small and medium enterprise development a plus;
- A solid understanding of gender norms and roles, and how they operate in a household and societal context;
- Experience working with vulnerable populations, managing confidential information; and
- Fluency in Armenian; written and spoken professional working capacity in English required.

## 8 Scoring criteria for consultant selection

Criterion	Details	Weight
<b>Experience working on women's empowerment</b>	In-depth expertise in women's empowerment in developing and emerging economies, in particular Armenia.  Previous experience of working on women's entrepreneurship projects.	30%

<b>Experience of designing research and evaluations on women’s economic empowerment projects</b>	<p>A record of designing and delivering rigorous research and evaluations in English and Armenian.</p> <p>Sound knowledge and understanding of the entire project cycle and the ability to evaluate the quality of each project stage.</p> <p>Competencies in data collection and analysis related to socio-economic variables, quantitative and qualitative research.</p>	30%
<b>Proposed methodology</b>	<p>The consultant must work in consultation with the Near East Foundation and partners to develop the methodology.</p> <p>The consultant must display the ability to design/develop methods adapted to the local context.</p>	30%
<b>Financial proposal</b>	<p>The most economical proposal that meets the expectations of the work will be selected.</p>	10%

## 9 Instructions for submission

All submissions must be sent to [abaghdoyan@neareast.org](mailto:abaghdoyan@neareast.org) no later than 18:00 GMT on March 10, 2017.

Prospective consultants are expected to submit technical and financial proposals in English, including the following:

- Profile of consultant/firm, clear demonstration of previous experience in conducting external evaluations;
- Applicant’s understanding of the Terms of Reference;
- Approach and methodology;
- Work plan; and
- Proposed budget in EUR or AMD and inclusive of VAT.

Appendices to the proposal must include:

- CVs of the evaluation team; and
- Three references from similar projects undertaken by the consultant(s), including e-mail contacts and phone numbers.

Questions and clarifications regarding the Terms of Reference should be sent to [abaghdoyan@nearcast.org](mailto:abaghdoyan@nearcast.org)