



## Terms of Reference

Post Title:	International Consultant for Project Final Evaluation
Project Title:	“Women in Local Development: <b>Women in Politics</b> ” (WiP)
Project number:	Project ID: 00110249 / Output ID: 00109276
Contract modality:	Individual Contract (IC)
Starting Date:	1 April 2022
Duration:	1 April – 31 May 2022 (30 working days)
Duty Station:	Home based, 1-week mission to Armenia, if not restricted by COVID-19 policies, alternatively distant/online evaluation

### 1. Background and context

Gender equality and women’s empowerment remains a critical development issue in Armenia: women comprise 52.2% of population in Armenia and 56% of those with higher education, still, leadership positions in government, in policy-making institutions or the private sector in Armenia are male-dominated. Due to their limited representation in leadership positions women have very little influence over policy decisions. While a 30% quota system ensures women are represented in political parties, they face distinct barriers to enter the office at the local and national levels.

UNDP in Armenia has been continuously working in the area of the political empowerment of women, advancing leadership of women, supporting the local governments to engender local decision-making and development processes, enabled youth to get knowledge and skills on participatory governance advance their potential and raise their voice in policy making at national and local levels. UNDP has considerably contributed to increase of representation of women at the local level, as well as formation of dynamic groups of women and youth who not only benefit from projects’ support, but also lead local initiatives on broad spectrum of topics, including participatory governance, women empowerment, and other.

Currently, UNDP’s Women Empowerment and Gender Equality (WEGE) Programme is comprised of four projects working on political leadership of women, economic empowerment of women, innovative public services, youth leadership advancement, strengthening gender equality in the public administration system of Armenia. Projects are implemented in strong synergy and coordination with one another building on the ongoing activities, relying on the cadre of women and youth already capacitated from previous projects and joining forces to upscale proven support

## United Nations Development Programme

schemes countrywide. UNDP enjoys broad partnerships among national government, regional and local authorities, donor and international community, civil society organizations, media and other stakeholders.

One of the above-mentioned projects is “Women in Local Development: **Women in Politics**” (hereinafter WiP), implemented by UNDP in Armenia with financial support from UK Good Governance Fund (UK GGF), in partnership with the Ministry of Territorial Administration and Infrastructure of the Republic of Armenia (MTAI) and OXYGen Foundation. The overarching goal of the project is to contribute to enhanced political participation of women, with specific focus on increased representation and participation of women, including young women, in community development processes.

The project objectives:

- a) Research on policy gaps and perceptions for **women’s political participation**;
- b) Women empowerment through leadership schools, pre- and post-electoral support, setting female-led integrity islands, etc.;
- c) Strengthening the role of political parties for inclusiveness and gender equality;
- d) Facilitation of bottom-up policy dialogue and networking events;
- e) Advancing public discourse, awareness raising and advocacy campaigns on gender equality;
- f) **Advancing youth leadership through upscale of UNDP’s “I AM the Community” youth leadership model, and engaging youth in community democratization and development processes.**

A mid-term evaluation covering the period from the project’s start in November 2018 up to November 2020 was conducted in October-December 2020.

Currently, UNDP Armenia seeks a qualified International Consultant (hereinafter “the Evaluator”) to conduct **Final Evaluation of the “Women in Politics”** project and present the findings and recommendations in the evaluation report.

Basic project information in a table format:

Project title	“Women in Local Development: <b>Women in Politics</b> ” (WiP)
Atlas ID	Project ID: 00110249 / Output ID: 00109276
UNSDCF 2021-2025 Outcome 8 CPD 2021-2025 Outcome 3	All persons benefit from gender equality and equal opportunities to realize their human rights; fulfil their economic, political, and social potential; and contribute to the sustainable development of the country
Strategic Plan 2018-2021	1.6.1 Country-led measures accelerated to advance gender equality and women’s empowerment
2016-2020 UNDAF Outcome 3	By 2020, Armenia has achieved greater progress reducing gender inequality and women are more empowered and less likely to suffer domestic violence

## United Nations Development Programme

2016-2020 UNDP Country Programme Action Plan Outcome 3 (12).	By 2020, Armenia has achieved greater progress in reducing gender inequality, and gender-based violence and in promoting women's empowerment	
2016-2020 UNDP Country Programme Action Plan Output 3.1:	Measures in place to increased women's participation in decision-making	
SDG 5	Achieve gender equality and empower all women and girls. Target 5.5: Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life	
Gender marker	GEN 3	
Country	Armenia	
Region	UNDP Regional Bureau for Europe and the CIS	
Date project document signed	2018	
Project Dates	Start November 2018	Planned End March 2022
Project budget (resources required)	USD 1,615,074	
Project budget (resources allocated)	USD 1,615,074	
Project expenditure at the time of evaluation	USD 1,515,718 (February 2022)	
Funding source	UK Good Governance Fund	
Implementing Partner	Ministry of Territorial Administration and Infrastructure	
Responsible Party	OxYGen Foundation	

## 2. Objectives and scope of work

The overall objective of the final evaluation assignment is to assess the relevance of the project interventions and the progress made towards achieving its planned objectives, effectiveness, efficiency as well as, the impact and sustainability of interventions within the “Women in Politics” project. The evaluation results will be used by the UNDP, UK GGF, implementing partners and other stakeholders when planning further interventions in the areas of women empowerment and women's political participation in Armenia.

The evaluation findings will be used by:

- UNDP for the design and implementation of projects aimed at further enhancing political participation of women, increasing representation and participation of women, including young generation, in community development processes and building social cohesion in Armenia's communities.
- Donor partner(s) to learn on project results and plan strategic development cooperation, including with UNDP.

- Project stakeholders and other partners for further strategic interventions in the field of women's political participation.

The geography of the evaluation will cover 450 non-consolidated communities of Armenia where the project was implemented. A significant number of the mentioned communities were enlarged in 2021 within the framework of Administrative and Territorial Reform led by MTAI.

The evaluation will focus on direct and indirect beneficiaries of the project, specifically women, young people aged 18-30, high school students aged 15-18, municipalities, local councils, political parties, partner media outlets, as well as other stakeholders/partners.

The evaluation will be conducted in consultation with the project team and key partners such as OxYGen Foundation, the Ministry of Territorial Administration and Infrastructure and UK Embassy. The evaluation will study the project's results framework, project document, other materials produced during the project implementation. The finding and conclusions will be triangulated through key informant interviews, focus group discussions with the main stakeholders, members of the beneficiary groups in selected communities and other means and sources of information.

Interviews will be organized/held online in case the travel to Armenia will be impossible in view of the COVID-19 or other restrictions. Findings of the evaluation will be shared with implementing partners, stakeholders, and the donor organization UK GGF.

### 3. Evaluation criteria and key guiding questions

All project related documents and materials will be thoroughly reviewed in the Inception phase by the Evaluator to finalize the evaluation design with a clear Evaluation Matrix, a clear logic and workplan of the evaluation, which shall be agreed by all parties. Five core OECD DAC evaluation criteria, namely the relevance, effectiveness, efficiency, as well as sustainability and impact (to the extent possible) will be analysed. Key evaluation questions will include, but not limited to the following:

#### *Relevance*

- Are the project activities/components relevant to the actual/defined needs of the beneficiaries? Were the objectives clear and feasible? How do the main components of the project contribute to the planned objectives and are logically interlinked?
- Is the project in line with the current priorities of the country? Is the Government committed to the project? How is the project aligned with and supports the national, regional and community strategies/plans?
- Has the project involved relevant stakeholders through consultative processes or information-sharing during its preparation phase? Was the needs assessment/analysis on women's political participation carried out at the beginning of the project reflecting the various needs of different stakeholders? Are these needs still relevant? Have there any new, more relevant needs emerged that the project should address?
- How Project adjusted to COVID-19 and post-war conflict context with activities and mode of operation?

#### *Effectiveness*

- How effective has the project been in establishing ownership by the stakeholders? How has the project encouraged ownership on behalf of the beneficiaries for learning and applying the

## United Nations Development Programme

newly acquired knowledge and skills in practice? Can the project management and implementation be considered as participatory?

- Has the project made sufficient progress towards its planned objectives/outcomes/outputs? What are the key achievements, challenges and implementation lessons? How can these be applied to other similar projects?
- To what extent has the online capacity building work been effective and did it serve its purpose?

### *Efficiency*

- To what extent has the UNDP made good use of the human, financial and technical resources, and has used an appropriate combination of tools and approaches to pursue the achievement of project results in a cost-effective manner?
- Was there a clear distribution of roles and responsibilities of key actors involved?
- To what extent did the project capitalize on other complementary initiatives to the project to reinforce the results of the project?
- Have project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? To what extent are the activities and achieved results cost-efficient?

### *Sustainability (to the extent possible)*

- To what extent and how has the project been able to support the government and beneficiary communities in developing capacities and establishing mechanisms to ensure ownership and the durability of effects under the ongoing government reforms initiatives?
- What are the possible sustainability prerequisites for each of the project components? What are the hindering factors for ensuring the sustainability of project outcomes beyond the project lifecycle?
- To what extent has the programme built political momentum with local stakeholders around its outcomes and outputs/activities? And to what extent will initiatives be continued by local stakeholders with their political and financial backing?

### *Impact (to the extent possible)*

- Has the project contributed or is likely to contribute to long-term political or social changes for individuals, communities and institutions in achieving the SDG agenda?
- To what extent has the project achieved its overarching goal of contributing to enhanced political participation of women and youth in community development processes?
- Has the project had any intended or unintended secondary effect throughout the implementation?
- To what extent has the programme delivered behavioural change and changes to social norms around women's political participation?

## Cross-cutting issues

### Institutional development and capacity building

- To what extent did the Project contribute to the institutional building of various new mechanisms and tools?
- To what extent did stakeholders enhance their capacities on addressing cross-cutting topics?

## United Nations Development Programme

### Participatory deliberation

- To what extent are the participatory themes integrated into the Project's activities?
- To what extent did the Project contribute to raising the dialogue culture and public participation in the lives of communities?

### Innovation

- To what extent has the Project contributed to innovative approaches in community initiatives aimed to strengthen dialogue between civil society and local authorities as well as democratic governance?

### Human rights, leaving no one behind

- To what extent have disadvantaged/marginalized groups such as poor, persons with disabilities, etc. had access to and benefited from the project?
- How were vulnerable groups (including people with disabilities) involved in the project? Have any vulnerable groups been inadvertently excluded of the opportunity to benefit from project activities (during online or offline work)?

Please note that specific questions are expected to be included in the inception report. The Evaluator will finalize the specific questions to be used in coordination with UNDP.

## 4. Evaluation methodology

The evaluation methodology will be guided by the Norms and Standards of the United Nations Evaluation Group (UNEG). The evaluation will be conducted in a participatory manner: representatives of the key stakeholders, including communities, line ministries, NGOs, beneficiary women and youth, donor community, etc. will be involved in the evaluation as key informants.

In this evaluation mixed method approach will be applied by combining qualitative and quantitative components to ensure complementarity. The analysis will be built on triangulating information collected from different stakeholders (project staff, project partners, stakeholders and beneficiaries) through different methods including secondary data and documentation review and primary data. It should critically examine the information gathered from the various sources and synthesize the information in an objective manner. If contradictory information is obtained from different stakeholders, an effort should be made to understand the reasons for such information, including any gender-based factors and differences.

The Evaluator will review the following documents before conducting any interviews: project documentation, progress and other reports, work plans, monitoring data, workshop reports, country data, policies, legal documents, mid-term evaluation report, etc.

Preliminary suggestions for data collection methods:

- Desk review including review of analysis of existing documents, legal and policy frameworks (RA Gender Policy Strategic Programme and Action Plan 2019-2030; the Strategy and Action Plan for the Implementation of Gender Policy 2019-2023; The Law of the RA on Local Self-Governance; The Electoral Code of the RA, The Law on Political Parties of the RA, European Charter of Local Self-Government, UN 2030 Agenda for Sustainable Development and other).
- Review of mid-term Evaluation Report, monitoring and evaluation reports, available reports and analysis generated through the project.

## United Nations Development Programme

- Key informant interviews with beneficiaries, duty-bearers and policy makers, community focal points, partner organizations.
- Expert interviews with project implementing agencies.
- Focus group discussions with beneficiaries.

Because of COVID-19 restrictions, interviews and focus group discussions may be conducted online to ensure no risk for Evaluator and interviewees.

The independent Evaluator will identify key stakeholders/informants (including but not limited to project implementers, decision makers, direct and indirect beneficiaries, etc.), and appropriate data collection methods for each informant category (such as semi-structured or in-depth interviews, expert interviews, focus groups), in close coordination with the project team.

A combination of these methods should be proposed by the independent Evaluator in the detailed evaluation methodology.

In close cooperation with the project team, the Evaluator will also be responsible for the development of appropriate instruments, including questionnaires, interview and focus group guides, for each of the methods selected. All materials should be gender-sensitive in language and presentation, as well as shall take into consideration human rights and equity angles.

A major limitation to the evaluation will be in some cases impossibility of face-to-face interviews due to COVID-19 restricting measures, and/or travel restriction due to security / other concerns in border areas. Thus, data will be obtained mostly through online means and digital tools, ensuring the respective guidelines.

### 5. Evaluation products (key deliverables)

1. Evaluation Workplans and Inception Report: Evaluation methodology, including (online) data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed, interview schedules and reports.
2. Draft Evaluation Report: After the field activities (online interviews) conducted, the Evaluator will submit a draft evaluation report of WiP, highlighting achievements, constraints, lessons learnt as well as recommendations.
3. Final Evaluation Report: Evaluation report (minimum 30 pages, but not exceeding 50 pages, plus annexes – see details in section 12 on UNDP Guidelines on Structure of the Evaluation Report) in English, presenting up to five strategic recommendations. Evaluation report shall be in line with the UN Evaluation Group standard 4.9. It shall be evidence-based, presenting the Project's progress vis-à-vis the Results Framework, based on triangulated data, findings and recommendations on further strategic interventions in the area, etc.
4. Separate 1-2 pager summary brief with infographics summarizing the key findings of the evaluation for sharing with external audiences.
5. Presentation of the Evaluation Report: this will be delivered online to UNDP and other key stakeholders, providing the summary of the evaluation report findings.
6. Evaluation methodology, including the Evaluation Matrix, data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed. Field mission plans and reports – outlined in an evaluation inception report.
7. Data collection and analysis and draft outline of the Evaluation Report.

### Related Evaluation Activities

To achieve the objectives and produce the deliverables of the evaluation, the Evaluator will be expected to:

1. Contextualize WiP interventions.
2. Prepare Inception Report.
3. Conduct (online) meetings and interviews with stakeholders:
  - a. The UNDP team will brief the Evaluator and provide all necessary details and clarifications on the documents made available for the document review.
  - b. The Evaluator will have meetings and discussions with the project team, Gender Portfolio Manager, UNDP Senior Management such as Resident Representative and/or Deputy Resident Representative, other staff as relevant.
  - c. The Evaluator will meet with the project direct beneficiaries, project implementing partners, responsible party, civil society partners, relevant National Assembly representatives and government counterparts, etc to learn on their experiences with the project.
  - d. The Evaluator will meet with donor representatives and relevant development partners.
4. Undertake consultations on draft report and recommendations following the submission of the initial findings and draft report with UNDP, to receive feedback for incorporation into the final report.
5. Process audit trail reflecting any factual errors or other evidenced comments received from UNDP or coming from Project Board / Implementing Partner.
6. Evaluation team composition, required competencies and skills for the Evaluator

The evaluation team will be composed of International Consultant Evaluator and the National Evaluation Support Assistant, who will be hired to set up key informants and stakeholder interviews, arrange field visits (if applicable), provide other information, facilitation, and translation support to the Evaluator as necessary before and during the assignment period. The Evaluator and Evaluation Support Assistant cannot have participated in the Project preparation, formulation and/or implementation (including the writing of the Project document) and shall not have a conflict of interest with the Project's related activities.

Required qualifications, competences, and skills for Evaluator

#### Education:

- Advanced university degree (MA and equivalent or higher) in development studies, social sciences, public administration or related field.

#### Experience:

- At least 10 years of professional experience in programme/project development, implementation, monitoring and evaluation for the international organizations in democratization and local governance, community development, gender and youth.
- At least 7 years of experience in managing and leading evaluation assignments for a range of major aid agencies or NGOs in particular evaluating community based, country wide or large donor programmes.



## United Nations Development Programme

- Proven experience in development and application of methodologies for evaluation and assessment, including tools and techniques.
- Proven experience of working in gender equality and community development projects/programmes.

### Languages:

- Fluency in English. Knowledge of Armenian or Russian is an asset.

### Competencies/Skills:

- Broad knowledge of development issues and national policy and practice in local governance and community development processes, political participation, leadership schemes, etc.;
- Advanced knowledge of gender equality issues;
- Strong data collection, analysis;
- Substantive knowledge of concept and principles of local development and governance processes, as well as subject-matter international instruments;
- Strong analytical capacity and creative thinking;
- Proven capacity to write analytical reports;
- Strong planning skills and ability to respect deadlines;
- Excellent writing skills in English;
- Excellent communication and oral presentation skills;
- Excellent teamwork skills; ability to consult, involve and work with stakeholders of different backgrounds, points of view and interests;
- Demonstrated initiative, high sense of responsibility and discretion;
- High level of integrity, professionalism, and respect for diversity;
- Availability to travel as required.

## 7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partner.

## 8. Implementation arrangements

The principal responsibility for managing WIP final evaluation resides with the Commissioning Unit, which is UNDP Armenia Office. The Commissioning Unit will contract the Evaluator and ensure the timely payment in line with the TOR provisions.

UNDP Armenia Resident Representative is the Evaluation Commissioner (EC) of WIP final evaluation and the Results-Based Management Programme Analyst will act as the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation

## United Nations Development Programme

exercise and ensuring production of quality evaluation in a timely manner. To ensure independence and impartiality, EM will serve as the focal person for this evaluation, ensuring that the evaluation is conducted as per the evaluation plan and in line with this ToR.

WiP Technical Task Leader, Gender Portfolio Manager, and the project team will provide information and necessary documents. As mentioned, the National Evaluation Support Assistant will be hired to set up stakeholder interviews, arrange field visits (if applicable), provide other information, facilitation and translation support to the Evaluator before and during the assignment period.

This TOR is the basis upon which the compliance with assignment requirements and overall quality of services provided by the Evaluator will be assessed by UNDP. Evaluator will steer the overall final review process and will be responsible for quality assurance and timely submission of the evaluation deliverables and the final report.

### 9. Time frame for the evaluation process

Description	Timeline
1. Inception Report: Evaluation methodology, including (online) data collection tools/questionnaires, list of beneficiaries and stakeholders to be interviewed; the action plan with the timeline and the interview schedules are finalized and agreed with the UNDP Evaluations manager and WiP Team	11 April 2022
2. Presentation of Initial Findings of the Evaluation	30 April 2022
3. First Draft Evaluation Report is submitted and accepted	6 May 2022
4. Final Draft Report is presented and accepted. Separate 1-2 pager summary brief with infographics summarizing the key findings of the evaluation for sharing with external audiences. Debriefing discussion is organized	20 May 2022
5. The Evaluation Report is Finalized based on the feedback of the above-mentioned parties and audit trial	31 May 2022

\*N.B. UNDP reports are quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines - <http://web.undp.org/evaluation/guideline/section-6.shtml>

### 10. Payment Mode

The payment instalments (Inception Report /Deliverable 1 – 30%; Final Report / Deliverables 2-7 – 70%) will be made upon satisfactory delivery and acceptance of the outputs / deliverables by the Commissioning Unit and Project Coordinator.

### 11. Key Documents to review

## United Nations Development Programme

- Project Document
- Results Framework
- Annual and Standard Progress Reports
- Mid-term Evaluation Report
- Other relevant documents provided by the implementing partner or requested by the Evaluator
- Project Budgets and Expenditure Reports
- Detailed Workplans and Revisions
- CCA and UNDAF Evaluation, other relevant Evaluations (UNDP, stakeholders, etc), UNDP Annual Results-Oriented Analysis Report

### 12. Indicative structure of the Evaluation Report in line with UNDP Evaluation Guidelines:

*<http://web.undp.org/evaluation/guideline/section-4.shtml>*

Content page

Opening pages (acknowledgments, list of acronyms)

Executive Summary (5-6 pages)

Chapter I Background, Object and Methodology

- 1.1. Introduction
- 1.2. Background and context of the Project
- 1.3. Object of the Evaluation
- 1.4. Purpose, Objectives and Scope of the Evaluation
- 1.5. Evaluation Methodology (short)
- 1.6. Major Limitations
- 1.7. Ethical considerations, Human Rights and Cross-cutting aspects

Chapter II Analysis and Findings

- 2.1 Relevance
- 2.2 Effectiveness
- 2.3 Efficiency
- 2.4 Sustainability
- 2.5 Impact

Chapter III Conclusions and Recommendations

- 3.1 Conclusions and Lessons Learned
- 3.2. Recommendations

## ANNEXES

1. Terms of Reference
2. Desk Review and Background Documents
3. List of Key Informants Interviewed
4. Detailed Methodology
5. Interview Guides and Survey Instruments
6. Output tables