



## **UNDP APRC TERMS OF REFERENCE**

<b>Title:</b>	Evaluation Team Leader (1 position) and Evaluation Specialist (1 position)
<b>Type of Contract:</b>	Individual Contractor
<b>Duration:</b>	October 2012 – December 2012 Maximum 35 working days for Evaluation Team Leader and Maximum 30 working days for Evaluation Specialist
<b>Duty Station:</b>	Home-based with travel to Bangkok and 2 country visits (to be determined which countries)

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### **Background**

Partners for Prevention (P4P) is a UNDP, UNFPA, UN Women, and UNV regional programme for Asia and the Pacific that began in late 2008. P4P is undertaking a coordinated approach that combines evidence, capacity development and communications for a more comprehensive response to gender-based violence. For more information, please see: <http://www.partners4prevention.org/>

A project evaluation will be conducted to assess the performance and achievements of Partners for Prevention: Working to Prevent Gender-based Violence in achieving its stated outputs on gender-based violence (GBV) prevention over the period from August 2008 to October 2012. The project evaluation will assess P4P progress made towards output achievements and directly inform the development of the planned next phase of the programme (2014-2018).

Specifically, P4P's performance related to the following three original project outputs are to be evaluated:

Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national, and local levels

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention

After a midterm review, these outputs were simplified in 2011 as follows:

Output 1: Partners are equipped to design and implement evidence-based GBV prevention campaigns

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools for gender-based violence prevention

## **Objectives of the Assignment**

### **Purpose**

This project evaluation is commissioned at the time of the project's preparation to transit to the next phase. The current phase of the project, which started in 2008, will come to an end in 2013, which includes a two-year project extension. The project is currently in the process of assessing and formulating the next phase, which will be from 2014 to 2018. The evaluation is commissioned at the recommendation of the project's Steering Committee, and it is expected that the evaluation findings are based on an assessment of the results achieved so far, the challenges and opportunities encountered, the efficiency and effectiveness of the programme approach and strategies applied and the partnerships developed, including adjustments made during the implementation of the programme regarding the original outputs and outcome. Based on these findings, forward-looking and actionable recommendations will be provided that will inform P4P's strategic priorities in the next phase for promoting effective gender-based violence prevention in the Asia-Pacific region.

The evaluation report and findings will be used by the project team and will be disseminated to relevant stakeholders including partner agencies, donors, CSO and academic partners.

### **Objectives**

In order for the evaluation findings to inform the next phase of the project, the overall objective of the evaluation is to assess the performance of P4P in achieving the three planned outputs using specific evaluation criteria with a forward-looking approach. Specifically, this evaluation will assist P4P in gaining a better understanding of the following aspects of its interventions:

- a) Determine the extent to which the planned outputs have been or are being achieved and assess the potential contribution to the intended outcome including the use of case studies as a tool to explain results and the mechanisms by which outputs lead to the achievement of the specified outcome
- b) Evaluate changes made in the programme direction (and reasons for this)
- c) Determine to what extent the programme was complementary to/ or overlapping with to the ongoing UN agencies' GBV programmes
- d) Assess factors that facilitate and/or hinder the progress in achieving the outputs, both in terms of the external environment and those internal to the portfolio interventions including: weaknesses in design, management, human resource skills, and resources
- e) Determine if and which programme processes e.g. strategic partnerships and linkages are critical in effectively achieving outputs

- f) Determine the strategic value of regional joint interventions in achieving the intended outputs and outcomes; strengths and weaknesses of this implementation modality
- g) Determine lessons learned from the implementation of the activities under each output, as also evidenced by case studies (point e above)

## **Scope of Work**

### *Programmatic scope*

The evaluation will assess all aspects of the work that has been delivered by P4P since 2008. This includes performance of delivering the three original specified (but later adjusted) outputs, and in addition some review of work toward the outcome in terms of 1) influencing the overall discourse on gender-based violence by promoting the importance of GBV prevention along with response and 2) influencing the level of coordination of partners involved in GBV intervention programming at the national and regional levels. These two additional points are beyond the scope of the programme document, but may be areas the programme has had influence that can be documented in this evaluation.

The evaluation should also look at interventions in the GBV field (prevention and response) by other key national and regional actors and assess the extent to which P4P and partners have built on each other's respective strengths to achieve the outcomes or to which they are currently overlapping.

### *Time frame*

The evaluation will cover the project implementation from August 2008 to August 2012. This is the fourth year of implementation, and some early achievement of outputs can be seen and measured, but it is not expected that the outcome will be significantly influenced.

### *Geographical coverage*

The activities related to the three outputs under the Programme Document 2008-2013 have been undertaken in approximately 12 countries<sup>1</sup> of the Asia-Pacific region to varying degrees, however for the most part in Asia only. The countries where multiple of project activities have taken place include, among others: Bangladesh, India, Pakistan, Cambodia, Indonesia and Viet Nam.

### *Target groups and stakeholders*

Target groups and stakeholders of P4P's interventions under these three outputs include, but not limited to global & regional networks related to violence prevention, national governments, civil society organizations, research and academic institutions, and UN regional and country offices of the countries in the Asia-Pacific region. During the inception period, the consultant will identify the sample of target groups/stakeholders to be reviewed (also in relation to country visits within the scope and budget of the evaluation project).

### *Evaluation questions*

The evaluation assesses the performance of the P4P project implementation against the following criteria and seeks to answer the following questions:

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<sup>1</sup> Bangladesh, Cambodia, China, India, Indonesia, Lao PDR, Nepal, Papua New Guinea, Pakistan, Sri Lanka, Thailand and Viet Nam.

### *Relevance*

- To what extent and in which way has P4P's regional work been relevant to the collective priorities of gender-based violence practitioners in Asia and the Pacific?
- To what extent has the P4P programme increased the knowledge related to the prevention of GBV, and built relevant capacity in the region?
- Has P4P been able to adapt its programming to the changing context to address priority needs in the region?
- In this programme period, how has P4P positioned itself strategically or does P4P have a comparative advantage? If yes, how have these been reflected in achieving the results?

### *Efficiency*

- Have the outputs been delivered in a timely manner?
- Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?

### *Effectiveness*

#### Outcome level:

- To what extent the planned outcome has been or is being achieved?
- Are the outcome indicators chosen sufficient to measure the outcomes? What other indicators can be suggested to measure these outcomes?

#### Output level:

- To what extent the planned outputs have been or are being achieved?
- What are the challenges to delivering the outputs?
- What are the factors that are adversely affecting the delivery of the outputs?
- Are the output indicators chosen sufficient to measure the outputs? What other indicators can be suggested to measure the outputs?
- Has P4P utilized its comparative advantage in deciding to deliver these planned outputs?
- To what extent the planned outputs contribute towards the achievement of the planned outcome and what are the evidences to validate these claims?
- Are the defined outputs necessary and sufficient to achieve the outcome? Are they all relevant to the outcome?
- To what extent has the programme direction changed during programme implementation? To what extent did these were these changes effective?
- What are other outputs that P4P should deliver given its strategic roles and comparative advantage that could contribute to the achievement of the outcome?

### *Sustainability*

- How sustainable (or likely to be sustainable) are the outputs of the P4P interventions?
- Have the interventions created capacities for sustained results?
- What is the level of ownership of the project by its UN partners, CSO partners and other stakeholders of relevant interventions?
- What could be done to strengthen sustainability?

### *Partnership strategy*

- Has P4P's partnership strategy been appropriate and effective in achieving the outputs?

- To what extent the partnership models including the creation and facilitation of regional consortiums, network and regional joint programme team have effectively addressed country-level demands for advisory and technical support in the area of gender-based violence prevention? And to what extent these partnership models have effectively contributed to the achievements of the outputs?
- Are there current or potential overlaps with existing partners' initiatives?
- How have partnerships affected the progress towards the outputs/outcome?

#### *The way forward*

- What changes should P4P make in order to make its interventions more relevant, more sustainable and more effective considering its comparative advantage?
- What outputs and activities should P4P aim to produce in the next phase of the programme in order to effectively accomplish results and contribute to the achievement of the outcome?

#### Methodology

Overall guidance on project evaluation methodology can be found in the UNDP *Handbook on Planning, Monitoring and Evaluating for Development Results*. More specific guidance on how to integrate gender dimensions throughout the evaluation process is provided in the United Nations Evaluation Group (UNEG) *Handbook on Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance*.

The Evaluation Team will determine the specific design and methods for the evaluation during the initial inception period. However, during the evaluation, the Evaluation Team is expected use both qualitative and quantitative data collection methods as appropriated.

These include, but not limited to:

- Desk review of relevant documents (project document with amendments made, mid-term review, annual reports, donor-specific reporting, etc.)
- Discussions with the relevant P4P programme staff and UN participating agencies at the regional and country levels
- Regular consultations with the P4P Evaluation Management Team
- Interviews with and participation of partners and stakeholders
- Field visits to selected countries and telephone interviews with partners in other countries
- Consultation meetings and/or focus group meetings as necessary
- Administration of questionnaires/surveys
- Case Studies of relationships and results achieved with selected partners
- Evaluation ethics
- Key stakeholder meaningful participation in the evaluation process
- Gender consideration in the evaluation
- Study limitation

#### Evaluation ethics

Evaluations in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG) and by the UNEG 'Ethical Guidelines for Evaluation'. These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

Selected documents to be studied by the evaluators

- UN agency strategic plans from 2008-2013 (e.g. the UNDP Asia-Pacific Regional Programme Document 2008-2011)
- P4P joint programme document and the respective revisions from 2012
- P4P Mid-term review
- P4P annual reports, communications, assessments
- P4P publications
- Other documents and materials related to the outputs

The evaluation is to be conducted in the months of October – December 2012, based on the following time frame (maximum 35 working days for the Evaluation Team Leader, and maximum 30 working days for Evaluation Specialist).

The Evaluation Team Leader will perform the following tasks:

- Liaise with P4P staff to organize country missions and meetings or telephone calls with stakeholders
- Develop and submit the Inception Report. Design the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Review documents, implement interviews and surveys
- Conduct an analysis of the project (as per the scope of the evaluation described above)
- Present initial evaluation findings and collected feedback
- Develop and submit the draft evaluation report
- Incorporate suggestions received on draft report with a view to overall quality and timely submission of the evaluation report to P4P
- Finalize and submit the evaluation report, including case studies and other final products.

The Evaluation Specialist will perform the following tasks:

- Contribute to the development of the Inception Report and the design of the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Review documents, implement interviews and surveys
- Conduct an analysis of the project (as per the scope of the evaluation described above)
- Contribute to preparing the initial evaluation findings and sharing collected feedback
- Contribute to the draft and final evaluation report, including case studies and other final products.

**Duration of Assignment, Duty Station and Expected Place of Travel**

**Duration of Assignment:** October 2012 – December 2012

Maximum 35 working days for Evaluation Team Leader and  
Maximum 30 working days for Evaluation Team Specialist

**Duty Station:** Home-based with travel to Bangkok and 2 country visits (to be determined which countries)

### **Deliverables/Outputs**

The Evaluation Team is expected to produce the following deliverables:

- Evaluation Inception Report detailing the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered (which methodologies will be used), in a proposed schedule of tasks (evaluation matrix/framework). A presentation of the inception report will be made to and discussed with an "Evaluation Management Team" to be established by P4P and consisting of representatives of all participating agencies and representatives of UNEDAP.
- Draft Evaluation Report to be shared with P4P and relevant stakeholders for feedback and quality assurance.
- Evaluation debriefing meeting with P4P and key stakeholders where main findings will be presented.
- Final Evaluation Report
- Evaluation Brief (a concise summary of the evaluation findings in plain language that can be widely circulated)
- Recommendations to inform the development of the planned next phase of the programme (2014-2018), specifically regarding enhanced outputs, partnership & sustainability strategies, and how to improve the M&E framework.

The final report is expected to cover findings with recommendations, lessons learned, and rating on performance. The report will include the following contents:

- Executive summary
- Table of Content
- List of Acronyms
- Introduction
- Description of the evaluation methodology, including data collection methods, sampling, ethics (UNEG), gender aspects, respondent confidentiality, stakeholder participation in evaluation process, study limitation.
- Findings
  - An analysis of the situation with regard to the outcome, outputs and the partnership strategy
  - Analysis of opportunities to provide guidance for the future programming
  - Key findings including best practices and lessons learned
- Conclusions
- Recommendations to inform the development of the planned next phase of the programme (2014-2018), specifically regarding enhanced outputs, partnership & sustainability strategies, and how to improve the M&E framework
- Annexes: ToR, field visits, people interviewed, documents reviewed, data collection instruments, etc.

### **Provision of Monitoring and Progress Control**

The consultants shall work under overall supervision of the P4P Programme Coordinator and with the support of the P4P Evaluation Manager for the day-to-day management of the evaluation.

Time frame for the **Evaluation Team Leader** (maximum 35 working days)

Time frame (delivery by)	Deliverables	Activities
End of October 2012	Evaluation Design, Inception Report	<ul style="list-style-type: none"> <li>• Desk review and preparation of evaluation design (home based) – 7 days</li> <li>• Briefing of evaluators by P4P and focal points from participating agencies – 1 day</li> <li>• Finalizing evaluation design, methods &amp; inception report – 2 days</li> <li>• Sharing and discussion of inception report with the Evaluation Management Team for feedback – 1/2 days</li> </ul>
Early December 2012	Draft Evaluation Report	<ul style="list-style-type: none"> <li>• Stakeholder meetings, interviews, country visits – up to 15 days</li> <li>• Preparation of draft report; presentation of draft findings to the Evaluation Management Team – 7 days</li> <li>• Meeting to present draft findings – 1/2 day</li> </ul>
End of December 2012	Final Evaluation Report	<ul style="list-style-type: none"> <li>• Finalize and submit report (home based) and evaluation brief – 2 days</li> </ul>

Time frame for the **Evaluation Specialist** (maximum 30 working days)

Time frame (delivery by)	Deliverables	Activities
End of October 2012	Evaluation Design, Inception Report	<ul style="list-style-type: none"> <li>• Desk review and preparation of evaluation design (home based) – 5 days</li> <li>• Briefing of evaluators by P4P and focal points from participating agencies – 1 day</li> <li>• Finalizing evaluation design, methods &amp; inception report – 1 day</li> <li>• Sharing and discussion of inception report with the Evaluation Management Team for feedback – 1/2 day</li> </ul>
Early December 2012	Draft Evaluation Report	<ul style="list-style-type: none"> <li>• Stakeholder meetings, interviews, country visits – up to 15 days</li> <li>• Preparation of draft report; presentation of draft findings to the Evaluation Management Team – 5 days</li> <li>• Meeting to present draft findings – 1/2 day</li> </ul>
End of December 2012	Final Evaluation Report	<ul style="list-style-type: none"> <li>• Finalize and submit report (home based) and evaluation brief – 2 days</li> </ul>

**Degree of Expertise and Qualifications**

The Evaluation Team will consist of the Evaluation Team Leader and the Evaluation Specialist. *It is preferred that they have worked together before and possibly submit their application together, but individual applications are accepted as well under the understanding that the two selected applicants will work as a team.*

The **Evaluation Team Leader** will have the following competencies:

- Advanced university degree relevant disciplines (e.g. gender studies, social science, population studies, public health science, communication, etc.)



- At least fifteen years of experience in programme evaluation and proven accomplishments in undertaking evaluation for international organizations, preferably including the UN
- At least fifteen years of solid working experience in the area gender, gender-based violence and/or related issues in the Asia-Pacific region, with preference on capacity development or communication and research & advocacy
- Expertise with and experience in working with men and boys programmes (for gender equality) would be an advantage
- Experience in conducting at least eight evaluations, including as a team leader, in the development field and with international organizations, preferably in the area of gender
- Excellent analytical and strategic thinking skills
- Excellent inter-personal, teamwork, and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region

The **Evaluation Specialist** will have the following competencies:

- Advanced university degree relevant disciplines (e.g. gender studies, social science, population studies, public health science, communication, etc.)
- At least ten years of experience in programme evaluation and proven accomplishments in undertaking evaluation for international organizations, preferably including the UN
- At least ten years of solid working experience in the area gender, gender-based violence and/or related issues in the Asia-Pacific region, with preference on capacity development or communication and research & advocacy
- Expertise with and experience in working with men and boys programmes (for gender equality) would be an advantage
- Experience in conducting at least five evaluations, in the development field and with international organizations, preferably in the area of gender
- Excellent analytical and strategic thinking skills
- Excellent inter-personal, teamwork, and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region.

Please visit <http://asia-pacific.undp.org/whatsnew/consultants.html> to see full job descriptions. Interested persons should submit a detailed resume, and UN Personal History Form (P11) with a cover letter clearly stating the position title, a writing sample (like evaluation plans and reports), references and proposed Professional Fee 'Daily Rate' by **23 September 2012**. Please be noted that all travel related expenses shall be covered by UNDP. All evaluators must be independent and objective and, therefore, cannot have any prior involvement in design, implementation, decision-making or financing any of the UN interventions contributing to the P4P outputs.

**Women candidates are encouraged to apply. Kindly send the application to:  
Procurement Unit**

**G.P.O Box 618, Bangkok 10501 or email to: [rcb.procurement.th@undp.org](mailto:rcb.procurement.th@undp.org)**

**Only shortlisted candidates will be notified**

