**Terms of Reference**

**for**

**National Agency/Consultancy Firm/Institution to carry out the**

**Final Evaluation of Peace in Nepal: Ensuring Participatory and Secure Transition (EPST) Project**

**A joint project of UNDP and UN Women**

1. **Background**

The Comprehensive Peace Accord, signed in 2006, ended Nepal’s ten-year civil war and set forth a progressive agenda to address inequities, discrimination and grievances and to promote inclusion. The current fragmented and polarized political landscape has made achieving consensus on key peacebuilding issues extremely challenging. The institutions established to defuse tensions at national and local levels face challenges and, the general lawlessness and increased criminalization of society, an increase in impunity, and the rise in interpersonal and organized armed violence, including sexual and gender based violence which has eroded the state's capacity to provide security and maintain public order. Likewise, opportunities for Nepal’s citizens to influence decisions that affect their peace and security concerns are also limited, and the voices of women and vulnerable groups remain broadly excluded.

In order to address some of these causes and consequences of the underlying tensions and to consolidate peace and promote social cohesion, UNDP and UN Women Nepal subscribed to the partnership through a joint project in 2013. This collaboration takes the form of a two-year project funded through the UN Peace Fund Nepal (UNPFN). It draws together three existing UNDP and UN Women programmes in order to promote inclusive peacebuilding and security processes in six districts across the Central, Mid-West and Far West regions.

The project aims to facilitate Nepal's complex post-conflict transition by fostering inclusive collaboration among a broad range of leaders, with an emphasis on women and vulnerable groups, and improving community security. Efforts will be focused on strengthening national capacity on collaborative leadership and dialogue across government, political party and civil society sectors at national and local levels, and supporting its application to reach consensus-based decisions on critical issues. The project will also aim to reduce armed and gender-based violence and improve community security through building trust, dialogue and collaboration between communities and security providers and strengthening security agencies’ knowledge and approaches on community security. It will also empower women and vulnerable groups to lead and play active roles in peacebuilding, security and development processes and enhance national capacity to deliver National Action Plan commitments on Security Council Resolutions 1325 and 1820.

The project focuses on achieving three core outcomes:

1. Political, resource and identity-based (PRI) conflicts addressed and shared agendas developed through applying collaborative leadership and dialogue in six project districts.
2. Community security enhanced in districts most at risk of violence.
3. Relevant government agencies1 explicitly address women’s rights, protection, and participation in post conflict situations by implementing and monitoring the NAP on UNSCRs 1325 and 1820

As such, the final evaluation of this project is required in third quarter of 2015 to asses that the project has achieved what it promised to achieve and contributed to the overarching peacebuilding goals of its major donor UN Peace Fund for Nepal (UNPFN).

**2. Purpose and objectives of the evaluation**

The purpose of the evaluation is to evaluate the project for generating substantial evidence that the project has contributed towards trust, confidence and peaceful coexistence between communities is restored and violence is reduced through enhanced gender responsive and inclusive dialogue and collaboration among a broad range of leaders in targeted areas.

The general objective of this evaluation is to assess the achievements made by the EPST Project, particularly generating evidence that

* + fostered inclusive collaboration among leaders,
  + improved community security and
  + empowered women and vulnerable groups in peace building

More specifically;

* Assess and evaluate the progress of two partners in achieving peace building results (UNPFN strategic outcomes) through implementation of activities
  + To assess the extent to which *national capacity on collaborative leadership and dialogue strengthened* across government, political party, youth leaders, women leaders and civil society sectors and supporting its application to reach consensus based decision on critical issues.
  + To examine the progress toward improved *community security and reduced armed and gender based violence*.
  + To evaluate efforts of the project at the national and local level for the implementation of the NAP on UNSCRs 1325 and 1820
  + To evaluate what positive changes have this project been able to make in the lives of targeted conflict affected women in the project districts
  + To **assess and evaluate efforts made to achieve joint action** of all agencies (UNDP-CPP, UNDP-AVRSCS and UN Women) in providing support interventions for the conflict affected women in program districts.
  + To document **main lessons learnt, best practices** and propose **recommendations** to deliver services to conflict affected women in a more effective and efficient way, in particular suggesting options for more integrated programming and further harmonization.

**3.** **Rationale and Use of evaluation**

**Mandatory:** Final evaluation

The evaluation findings and recommendations will be used by UNDP and UN Women country office to **replicate** the lessons learnt and good practices of the project in the **future projects** of the similar types.

Should the project design be revised, in light of one or more of the following areas:

* 1. Being replicated elsewhere in the other districts
  2. Scaled up in the implementing districts
  3. Move into a new phase of interventions especially in the context of another UN PBF project Localising Women, Peace and Security Agenda in Central Tarai of Nepal.

1. **Evaluation scope**

* **Duration:** 16 March 2013 to 1 August 2015
* **Geo coverage:** National and six districts (Kanchanpur, Kailali, Bardiya, Banke, Parsa and Bara)
* **Target groups and stakeholder coverage**
  + Targeted beneficiaries, including conflict affected women, young women who joined the preparation class for the Public Service Commission Exam (PSCE)
  + Key stakeholders such as political leaders, communities, community leaders, government officials, security personnel and district level implementers like District Coordination Committee (DCC), Local Peace Committees (LPC) members, relevant officials at District Development Committees (DDCs).
  + National level stakeholders, including MoPR-NPTF, MoHA, MoWCSW, Local Development Training Academy (LDTA) etc
* **Peace building results –** Component 1, 2, 3 (Indicator based on Result framework)
* The extent towhich **appropriate budgeting on gender, inclusion, M&E and conflict sensitivity** was spent on respective peacebuilding activities as intended

1. **Evaluation questions**

The evaluation will be based on the standard OECD Development Assistance Committee (DAC) evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) and United Nations Evaluation Group (UNEG) HR/GE guidance (http://www.uneval.org/papersandpubs/documentdetail).

The evaluation questions and their rationale will be further refined by the consultant in consultation with UNDP-CPP, UNDP-AVRSCS and UN Women.

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

**Relevance**

* To what extent the EPST project’s work is relevant in addressing the peacebuilding needs of the beneficiaries specifically those of women and vulnerable groups?
* To what extent is intervention is informed by gender and equity analyses that identify underlying causes and barriers to gender equality and greater equity?
* To what extent EPST project has been able to cater the needs of the beneficiaries in the changing context of peace building? If and when required an alteration of focus/strategy was the project flexible?
* What was done to understand the context and changes in context, including putting in place the feedback mechanisms, and how was this information used to modify plans?
* Is there any evidence that the project advanced any key national human rights, gender or inclusion policies and the priorities of UNDP, UN Women, including the UNDAF?
* How relevant was the geographic sites and the beneficiaries?

**Effectiveness**

* To what extent the planned outputs contribute towards the achievement of the planned outcome and what are the evidences to validate these claims?
* Has the project achieved its planned objectives? What were the major factors influencing the achievement or non-achievement of the objective?
* Is there an integration of equity and GE in ToC and results framework?
* Do women and men, and different disadvantaged groups, benefit differently from the project‘s activities? If so, why and in which way?
* How have the stakeholders been involved in implementation? What avenues did women and vulnerable groups have to influence how and what the project was delivering?
* Was any changes made in the project regarding approach, partnerships, beneficiaries etc. suggested by project mid-point assessment, context/risk analysis? Did it affect project results?

We may also have to look into outcome and output level results. The GRRSP project’s final ToR will be helpful in terms of crafting a few key questions under the outcome and outputs.

**Efficiency**

* To what extent have resources (financial, human, institutional and technical) been allocated strategically?
* Could the activities and outputs have been delivered in fewer resources without reducing their quality and quantity?
* Were the project inputs and benefits fairly distributed amongst different genders and communities while increasing access for the most vulnerable? What factors influenced decisions to fund certain proposed activities, and not others?
* To what extent did UN coordination reduce transaction costs and increase the efficiency of EPST implementation?
* To what extent did the project create actual synergies among agencies and involve concerted efforts to optimise results and avoid duplication?
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**Impact**

* What changes, positive and negative, intended and unintended have happened as a result of the programme or project?
* What real difference has the activity made to the beneficiaries? Did the project assess its impact on gender and other social relations in the community and, if so, what strategies were used to address these?

**Sustainability**

* How sustainable (or likely to be sustainable) are the outputs and outcomes of the EPST project’s interventions?
* Have the interventions created capacities for sustainable results?
* Did the project assess (and, when necessary, improve) conflict, gender and inclusion sensitivity capacities of its implementing partners and service providers?
* What is the level of ownership of the project by its stakeholders? Who will be able to take over the project after its phase out and are there sources to finance it?
* Did the project identify gender and inclusion gaps, success and lesson learned? What kind of dissemination strategy the project has outlined to share these lessons?
* How relevant, strong is the exit strategy of the project including upscaling of project results, securing further resources or continuation of activities in any other forms?
* To what extent the project has been able to enhance the partner organizations: i) organizational capacity; ii) self-sustainability of the economic activities by the end of the project period?

1. **Methodology**

**Specific design and methods:** Proposing consulting firmwill develop

**Method:** Participatory, ensure the collection of disaggregated data, interrogate gender roles, be context and culturally sensitive and whenever possible, mixed (70% qualitative and 30% quantitative) methods.

These include, but are not limited to:

* Desk review of relevant documents
* Field visits
* 3 to 5 Focus group meetings with project beneficiaries
* Discussions with the relevant programme staff of three UN participating agencies
* Interviews with relevant stakeholders both at national and districts level
* Case studies of relationship and results achieved with 3 major selected partners belonging to the three outcome areas
* Perception survey
* End-line survey

**Existing information sources:** The evaluator will need to make her/himself familiar with project related and other documents to engage with the background of the project and the situation of women’s rights in the country.

Key documents in this regard include:

* [Project document](file:///D:\Users\ambika.amatya\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\prodocs\UNPFN%20Proposal%20-%20Secure%20Transitions%20-%20UNDP-UNWomen_280213%20tracks_F%20(2).docx) of the EPST project
* [Baseline study](file:///D:\Users\ambika.amatya\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\Baseline%20docs\Baseline%20May%2002%202014.doc) report
* [Mid-term review report](file:///D:\Users\ambika.amatya\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\EPST%20mid-term%20review%20and%20management%20response%20note\EPST%20mid-term%20reivew%20report_30th%20May.docx) of the EPST project
* Donor’s reports (http://mptf.undp.org/factsheet/project/00085963)
* Meeting minutes of the PSCs
* United Nations Development Assistance Framework (UNDAF) 2013-2017 (http://un.org.np/reports/undaf-2013-2017)
* National Action Plan on UNSCR 1325 and 1820 (<http://www.peacewomen.org/assets/file/nepal_-_nap.pdf> )
* Other relevant documents related to EPST project etc.
* Evaluation norms, guidelines and standards (UNEG website)
* Standards for Evaluation in the UN System
* Norms for Evaluation in the UN System
* Quality Checklist for Evaluation Reports
* UNEG Ethical Guidelines (<http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102>)
* UNEG Code of Conduct for Evaluation in the UN system <http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100>
* UNEG Guidance on HR and GE

**7. Evaluation approach and ethics**

The evaluation is expected to adhere to a framework supporting human rights-based (HRBA), results-oriented and gender responsive monitoring and evaluation. Towards this purpose, the project evaluation will encompass the principles of gender equality and human rights, ensuring that the evaluation process respects these normative standards, and aims for the progressive realization of same by respecting, protecting and fulfilling obligations of non-discrimination, access to information, and ensuring participation through a combination of consultative and participatory evaluation approaches. For more details on human rights and gender equality in evaluations, please refer to the UNEG Handbook Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.

Evaluation 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 UNEG “Ethical Guidelines for Evaluation”. These documents will be attached to the contract. Evaluator is 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.

The evaluation team is 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. The UNEG Ethical Guidelines can be found here:

<http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102>. The UNEG Code of Conduct for Evaluation in the UN system can be found here:

<http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100>.

**8. Duration of assignment and duty station**

Duration of assignment: The evaluation is to be conducted in the months of 12 August to 29 September 2015 with 35 working days.

Duty station: The evaluator will be based in Kathmandu with travel to project districts during the consultation with the stakeholders in the districts.

**9. 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 methodology will be used) in a proposed schedule of tasks (evaluation matrix/framework) The inception report should also include a proposed schedule of tasks, evaluation tools, activities and deliverables.
* Presentation of inception report to Reference Group, including key stakeholders from UNDP, UN Women and key Government counterparts
* Draft evaluation report with all major findings and recommendations
* Presentation of preliminary findings to Reference Group, including UNDP, UN Women, UNPFN and key Government counterparts
* Final evaluation report incorporating comments received and a clear succinct Executive Summary
* Perception Survey
* End-line Survey
* Presentation of the final evaluation to the Government of Nepal, UNDP/UN Women

The final report is expected to adhere to UNEG Evaluation Report Guidance and cover findings with rating on performance. The report will include the following contents:

* Title Page
* Executive Summary
* Introduction to project - Project clearly described, including context, purpose, logic, history, organisation and stakeholders.
* Rationale for the evaluation at this time
* Transparent description of methodology (including a description of stakeholder participation)
* Limitations, biases
* Findings against evaluation criteria specified regarding outputs, outcomes, impacts including link to evidence collected
* Conclusions
* Recommendations
* Lessons
* Annexes
  + Terms of reference, methodology, references, etc.
  + Evaluation matrix
  + List of key personnel met

**10. Mode of payment**

On the installment basis –20% upon submission of agreed upon work plan, 30% upon submission of inception report and the final 50% upon the submission of satisfactory final evaluation report.

**11. Evaluation Work Plan**

Time frame for the evaluator/consultant (35 working days)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Product** | **Number of days (Approx)** | **August** | **September** |
| Preparation & Initial Desk Review | | | | |
| Initial desk review of relevant documents by evaluation team | Inception report[[1]](#footnote-1) | 5 | x |  |
| Inception meeting with Reference Group (project focal points/managers from UNDP-CPP, UNDP-AVRSCS and UN Women) | ½ | x |  |
| Draft an inception report | 2 | x |  |
| Receive comments from UNDP-CPP, UNDP-AVRSCS and UN Women and Reference Group | 3 (no time implication for consultant) | x |  |
| Finalize the inception report by incorporating the comments | 2 | x |  |
| Data Collection and Analysis | | | | |
|  | Power Point (PPT) presentation on preliminary findings |  |  | x |
| Conduct field trips to collect data according to the evaluation framework in the inception report  Consolidate/collate the data/information collected – 4 days | 7 |  | x |
| Sharing of preliminary findings with UNDP-CPP, UNDP-AVRSCS and UN Women | ½ |  | x |
| Finalize evaluation report and Dissemination of Evaluation Results | | | | |
| Draft the first report | First Draft report | 3 |  | x |
| UNDP-CPP, UNDP-AVRSCS and UN Women comments on the report |  | 4 (no time implication for consultant) |  | x |
| Prepare the second draft report by incorporating the comments | Second Draft Report | 3 |  | x |
| The evaluation team conducts a report consultation workshop with the reference group and stakeholders | Workshop and PPT presentation | 1 |  | x |
| Incorporate comments and feedback from the report consultation meeting and finalize the full evaluation report | Final evaluation report | 2 |  | x |
| Submission of final report to UNDP-CPP, UNDP-AVRSCS and UN Women and sharing of report/findings by UNDP-CPP, UNDP-AVRSCS and UN Women among stakeholders |  | 1 |  | x |
| Total | | **35** |  |  |

**10. Evaluation Management**

EPST is a joint project of UNDP-CPP, UNDP-AVRSCS and UN Women. UNDP-CPP is the lead agency in terms of implementing the project. The final evaluation will be led by UNDP-CPP.

**Management of the evaluation:**

The evaluation team will work in close collaboration with UNDP-CPP, UNDP-AVRSCS and UN Women as per the management structure presented in the table below:

|  |  |
| --- | --- |
| **Who: Actors and Accountability** | **What: Roles and Responsibilities** |
| Reference group (Focal persons/managers of UNDP-CPP, UNDP-AVRSCS and UN Women) and representatives from major project partners | * Safeguard the independence of the evaluation exercise and ensure quality of evaluation * Participate in inception meeting, comments on a draft inception report, and a draft evaluation report. * Ensure the quality of the management response and follow-up actions * Provide overall all supervision to the consultant to carry out the evaluation * Responsibility of management responses to the evaluation |
| Monitoring and Evaluation Officers from UNDP-CPP, UNDP-AVRSCS and UN Women | * Manage the evaluation and ensure that the evaluation is conducted in accordance with the Code of Conduct for Evaluation in the UN System * Safeguard the independence of the evaluation exercise and ensure quality of review * Provide inputs/comments in finalization of the inception and evaluation report |
| Project Coordination Officer, EPST | * Get engaged from the beginning till end of the overall final evaluation process * Provide all the documents/ information sources that the consultant requires * Provide overall guidance to the evaluation process * Provide inputs in finalization of the evaluation report * Facilitate a management response to evaluation and ensure the implementation of committed actions in the management response * Clarify questions raised during the evaluation * Safeguard the independence of the evaluation exercise and ensure quality of review * Coordinate overall process both at national and district level during the evaluation * Coordinate with the local partners for field level meetings/interviews during the evaluation process * Ensure timely submission of the reports by the consultant to UN Women * Help arrange the travel to the project site and other logistic issue * Provide inputs/comments in finalization of the final evaluation report |
| Implementing partners of the three projects at the local level | * Support in coordinating the meetings of the consultant with the stakeholders * Support to organize discussions with beneficiaries |
| Evaluation Team Leader | * Lead the overall evaluation process Supervise the Team Member * Lead the inception phase including the conceptualization and design of the evaluation, and the consultation process with stakeholders (workshop) * Visit the beneficiaries and other stakeholders in the field and in Kathmandu * Responsible for shaping the findings, conclusions, and recommendations of the report, * Responsible for the overall editorial quality of the final product * Effectively communicate with reference group and stakeholders |
| Research Assistants | * Support the overall evaluation process, conduct field visits to gather information, analyse data and information and prepare sections of report * Coordinate with the Team Leader * Manage required logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, methodological tools etc during overall evaluation |

1. **Team composition**

The evaluation team should consist of a Team Leader (national) responsible for ensuring the quality of the overall final evaluation and six research assistants (national) will conduct the end-line and perception surveys. The team members should have strong evaluation, data collection and analysis skills. The proposal should outline the skills, experiences, qualifications and other relevant competencies such as language capabilities and detail tasks of the team leader and research assistants.

1. **Qualification, specialized knowledge/experience and skills required**

**Team Leader**

* Master’s Degree Sociology, gender studies, political science or other related fields with minimum 7 years of work experience, specifically in the area of evaluating international development oriented initiatives and organizations
* Strong background in Human Rights Based Approach programming and Results Based Management especially in the area of peace and security, women's empowerment and gender equality
* Extensive knowledge of, and experience in applying, qualitative and quantitative research and evaluation methods
* Experience on qualitative research methods, for example: document reviews, in-depth interviews, focus groups, direct and participatory community-based observation experience with participative evaluation techniques, such as  ‘the most significant change’ evaluation approach, “making the case” and other
* A strong record in designing and leading reviews and evaluations
* Data analysis skills
* Process management skills such as facilitation skills
* Experience in gender analysis and human rights.
* Knowledge of the role of the UN and its programming is desirable
* Excellent analytical skills and communication skills
* Demonstrated excellent report writing skills in English
* Experience on women, peace and security issue would be an added advantage
* Excellent computer skills in MS Word and Excel

Research Assistants (6)

* Bachelor’s degree from a recognized university in research/social sciences/development evaluation
* 2 years of work experience, specifically in the area of evaluating international development oriented initiatives and organizations
* Technically sound in collecting quantitative and qualitative data
* Familiarity with the concepts related to gender equality, peace and security
* Experience in supporting evaluation team on administration

1. Refer the guidance note at: http://unifem.org/evaluation\_manual/wp-content/uploads/2011/05/Guidance-Note-9-Inception-Report.pdf [↑](#footnote-ref-1)