

## TERMS OF REFERENCE (TOR)

### 1. Background and Context

1.1 Description of the project that is being evaluated.

- a) Creating a coordinated response mechanism to prevent and combat domestic violence in Armenia, Women's Support Center NGO
- b) Project duration – January 15, 2016 - January 14, 2018
- c) Project implementation status – set to be complete by the project deadline
- d) Specific forms of violence addressed by the project include physical, psychological, sexual and economic violence perpetrated by an intimate partner or family member
- e) Main objectives of the project are to 1) improve attitudes and sensitivities towards domestic violence amongst key decision-makers to better handle and refer cases within a coordinated, sustainable response mechanism that will benefit the client and 2) create a system-level change in addressing clients that will result in a rights-based, multi agency response to survivors of domestic violence and their families.
- f) Primary beneficiaries include general and specialized service providers in 8 communities in Armenia, including Gyumri, Vanadzor, Goris, Yerevan, Byureghavan, Medzamor, Charentsavan, and Baghramyan.

1.2 Strategy and theory of change of the project

<b>Project Goal</b>	By December 2017 women and girls in 5 regions of Armenia are supported and protected against all forms of domestic violence by skilled service providers via a capable multi-agency response mechanism.				
<b>Outcome 1</b>	General and specialist service providers have improved attitudes & sensitivity towards domestic violence.	<b>Output 1.1</b>	General and specialist service providers who participate in trainings have improved knowledge & skills on how to prevent and address domestic violence.	<b>Key Project Activity 1.1.1</b>	Conduct a series of workshops on key terms and concepts as well as DV service provision.
<b>Outcome 2</b>	General and specialist service providers have new policies and plans to protect & provide services to survivors	<b>Output 2.1</b>	General and specialist service providers have a common understanding of respective roles and responsibilities in protection of women survivors in their given sectors.	<b>Key Project Activity 2.1.1</b>	Engage the DV sector systematically across government and with other sectors to establish a set of rules outlining the rules and responsibilities of and proper practices for organizations when dealing with survivors of domestic violence.

		<b>Output 2.2</b>	General and specialist service providers show support for a multisectoral cooperation approach in providing services to survivors.	<b>Key Project Activity 2.1.2</b>	Engage the DV sector systematically across government and with other sectors to address the various dimensions of their activities and establish institutionalized processes and sustainable mechanisms that support the various government agencies to work collaboratively on solutions to prevent and combat DV.
		<b>Output 2.3</b>	General and specialist service providers show support for a multi-sectoral action plan to prevent and combat domestic violence.	<b>Key Project Activity 2.1.3</b>	Engage the DV sector systematically across government and with other sectors to establish a national action plan to prevent and combat domestic violence.

### 1.3 The geographic context, such as the region, country and landscape, and the geographical coverage of this project.

Armenia is a middle-income country with a population of roughly 3 million located in the South Caucasus. It is a member of the Eurasian Economic Union, the Council of Europe, and the Collective Security Treaty Organization. The 2016 Global Gender Gap Report ranks Armenia at 102 out of 144 countries, having the worst performance among countries in Eastern Europe and Central Asia. There is widespread discrimination against women in the economic, political, social, and other spheres of Armenian society, as revealed by the 2015 Gender Barometer Survey. Deep-rooted beliefs about traditional family values drive gender stereotypes and enforce the notion that men should be dominant and women subservient and submissive.

Domestic violence (DV) is a critical issue facing women in Armenia. A recent nationwide survey found that 22.4% and 45.9% of ever-partnered women report having been subjected to physical and psychological violence by a male intimate partner, respectively; 19.5% of ever-partnered women report having been prohibited by an intimate partner from getting a job or earning money; and an alarming 7.6% of male respondents report having forced a women or girl to have sex with them.<sup>1</sup> The same survey reveals a cultural acceptance of violence against women, with over a third of respondents stating that women should tolerate violence in order to keep their families together, and nearly three quarters reporting their belief that intimate partner violence can be justified.<sup>2</sup> Disturbingly, there were 30 documented cases of femicide from 2010-2015<sup>3</sup>,

<sup>1</sup> Vladimir Osipov and Jina Sargizova, Men and Gender Equality in Armenia: Report on Sociological Survey Findings, United Nations Population Fund, 2016.

<sup>2</sup> Ibid.

<sup>3</sup> Ani Jilozian, Femicide in Armenia: A Silent Epidemic, Coalition to Stop Violence Against Women, 2016.

and the Coalition to Stop Violence Against Women members have noted at least 14 additional cases to date.

Despite certain measures that have been taken by the Ministry of Social Affairs and the Ministry of Justice to combat DV, there has been little political will demonstrated at the highest policy-making level and few financial resources allocated for combating DV, and Armenia is falling short of its international obligations,<sup>4</sup> including those under the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW).<sup>5</sup> At present, Armenia does not have a standalone law that would call special attention to and treatment of DV as a crime; the Republic of Armenia (RA) Criminal Code only criminalizes assault, failing to expressly recognize DV as criminal conduct. Moreover, state programs and policies aimed at tackling violence continually exclude marginalized women, including women with disabilities, ethnic and sexual minorities, rural women, elderly women, sex workers, and others.

The lack of institutional capacity to address DV continues to be a considerable barrier for women seeking safety and protection. Each year, thousands of women report being subjected to DV, and thousands more hide behind the shroud of stigma and shame or lack the ability to seek help. At present, there are no State-funded shelters for victims of DV and very few spaces available at NGO-run shelters. Specialized service providers working in the field, including social workers and medical personnel, are not trained on DV service provision. Many women turn to the police and the criminal justice system for safety, assistance, and justice but discover that these systems fail to protect them — or worse, re-victimize them.

In recent years, the EU announced that its 11-million euro Human Rights Budget Support Program would be contingent on passing DV legislation. Though the State was originally supposed to pass the law by 2016 after signing the aforementioned Istanbul Convention, the adoption of the law was pushed back to 2018, and it remains unclear if and when the Convention will be signed. Regarding the draft law, it is of great concern that DV will not be criminalized.

Taking into consideration the landscape and new developments with regard to DV reform, the Women's Support Center (WSC) has focused its efforts on capacity building and prevention. With support from the UN Trust Fund, WSC has conducted trainings with general and specialized service providers in 8 communities in Armenia, including Gyumri, Vanadzor, Goris, Yerevan, Byureghavan, Medzamor, Charentsavan, and Baghramyan. To build support for a multi-sectoral response mechanism, the WSC has authored a guideline on standard operating procedures (SoPs) for social workers in the field, a best practices guideline for running DV shelters, and a community-based action plan to garner support for the SoPs and shelter guideline, with support from key decision-makers in these same communities.

#### 1.4 Total resources allocated for the intervention, including human resources and budgets

The UN Trust Fund supported the WSC with \$99,817.

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<sup>4</sup> Arman Gharibyan, Preventing and Combating Domestic Violence in Armenia: National and International Legal Frameworks, Master's thesis, 2016.

<sup>5</sup> CEDAW Task Force Armenia, Armenia Non Government Organizations' Shadow Report to CEDAW, 2016.

1.5 Key partners involved in the project, including the implementing partners and other key stakeholders

Women's Support Center

Ministry of Social Affairs

Social Work Association

Republic of Armenia Police Department on Juvenile Rights and Combating Domestic Violence

Yerevan State University

Shogh daycare center in Yerevan & Vanadzor

Little Prince Social Centre for Children - Armenian Caritas

Family and Community NGO in Metsamor

Goris Women's Resource Center

Arevamanuk NGO in Gyumri

## **2. Purpose of the evaluation**

### 2.1 Why the evaluation needs to be done

This is a mandatory final project evaluation required by the UN Trust Fund to End Violence against Women. The evaluation will allow us to assess to what extent the WSC program helped meet the outcomes listed above.

### 2.2 How the evaluation results will be used, by whom and when.

The Women's Support Center will use the evaluations as a baseline for ongoing programming efforts related to their capacity building prevention efforts. It will be shared with partner organizations and key decision-makers in an effort to build off of lessons learned and best practices. More specifically, it will be used just after the program has ended and during WSC's annual strategic planning sessions.

### 2.3 What decisions will be taken after the evaluation is completed.

Based on the evaluation provided, the Women's Support Center will decide what course of action to take to ensure that future capacity building and prevention efforts follow best practices. This may include a revision of previously-used and new training materials and publications.

## **3 Evaluation objectives and scope**

### 3.1 Scope of Evaluation:

Timeframe: this evaluation needs to cover the entire project duration.

Geographical Coverage: this evaluation needs to cover all regions of Armenia where program activities have taken place.

Target groups to be covered: this evaluation needs to cover the target primary and secondary beneficiaries as well as broader stakeholders.

### 3.2 Objectives of Evaluation:

The overall objectives of the evaluation are to:

- a. To evaluate the entire project in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the outcome and project goals levels;
- b. To generate key lessons and identify promising practices for learning;
- c. To offer recommendations for ongoing sustainability of program efforts.

## **4 Evaluation Questions**

The key questions that need to be answered by this evaluation include the following divided into five categories of analysis. The six overall evaluation criteria – relevance, effectiveness, efficiency, sustainability and impact - will be applied for this evaluation.

### Evaluation Criteria

#### Effectiveness

- 1) To what extent were the intended project goal, outcomes and outputs achieved and how?
- 2) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?
- 3) To what extent has this project generated positive changes in the attitudes and practices of service providers working with women and girls survivors of domestic violence? What are the key changes in the lives of those women and/or girls served by the providers? Please describe those changes.
- 4) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?

#### Relevance

- 1) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls as well as service providers?
- 2) To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?

#### Efficiency

- 1) How efficiently and timely has this project been implemented and managed in accordance with the Project Document?

#### Sustainability

- 1) How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?
- 2) How likely is it that the prepared guidelines will be institutionalized and sustained?

## Impact

- 1) What are the intended and unintended consequences (positive and negative) resulted from the project?

## Knowledge Generation

- 1) What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?
- 2) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

## **5 Evaluation Methodology**

Inputs required by grantee by providing the information on the points listed below

- 1) Proposed evaluation design - left to the discretion of the evaluator
- 2) Data sources - left to the discretion of the evaluator
- 3) Proposed data collection methods and analysis - left to the discretion of the evaluator
- 4) Proposed sampling methods - left to the discretion of the evaluator
- 5) Field visits - left to the discretion of the evaluator

## **6 Evaluation Ethics**

The evaluation must be conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation' <http://www.unevaluation.org/ethicalguidelines>. It is imperative for the evaluator(s) to:

- a) Guarantee the safety of respondents and the research team;
- b) Apply protocols to ensure anonymity and confidentiality of respondents;
- c) Provide referrals to local services and sources of support for women that might ask for them;
- d) Ensure compliance with legal codes governing areas such as provisions to collect and report data;
- e) Store securely the collected information.

The evaluator(s) must consult with the relevant documents as relevant prior to development and finalization of data collection methods and instruments. The key documents include (but not limited to) the following:

- a) World Health Organization (2003). Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women. [www.who.int/gender/documents/violence/who\\_fch\\_gwh\\_01.1/en/index.html](http://www.who.int/gender/documents/violence/who_fch_gwh_01.1/en/index.html)
- b) Jewkes, R., E. Dartnall and Y. Sikweyiya (2012). Ethical and Safety Recommendations for Research on the Perpetration of Sexual Violence. Sexual Violence Research Initiative. Pretoria, South Africa, Medical Research Council. Available from [www.svri.org/EthicalRecommendations.pdf](http://www.svri.org/EthicalRecommendations.pdf)
- c) Researching violence against women: A practical guide for researchers and activists, November 2005, [http://www.path.org/publications/files/GBV\\_rvaw\\_complete.pdf](http://www.path.org/publications/files/GBV_rvaw_complete.pdf)

- d) World Health Organization (WHO), 'Ethical and safety recommendations for researching documenting and monitoring sexual violence in emergencies' 2007, [http://www.who.int/gender/documents/OMS\\_Ethics&Safety10Aug07.pdf](http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf)

## **7 Key deliverables of evaluators and timeframe**

	Deliverables	Description of Expected Deliverables	Timeline of each deliverable
1	Evaluation inception report (language of report: English)	<p>The inception report provides the grantee organization and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.</p> <p>An inception report must be prepared by the evaluators <u>before</u> going into the technical mission and full data collection stage. It must detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection/ analysis procedures.</p> <p>The inception report must include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.</p> <p>The structure must be in line with the suggested structure of the annex of TOR.</p>	December 15, 2017
2	Final evaluation report (language of report: English)	<p>Evaluators must submit draft report for review and comments by all parties involved. The report needs to meet the minimum requirements specified in the annex of TOR.</p> <p>The grantee and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.</p>	February 15, 2018
3	Final evaluation report with incorporated comments (language of report: English)	<p>Relevant comments from key stakeholders must be well integrated in the final version, and the final report must meet the minimum requirements specified in the annex of TOR.</p> <p>The final report must be disseminated widely to the relevant stakeholders and the general public.</p>	February 28, 2018

## **8 Evaluation team composition and required competencies**

### 8.1 Evaluation Team Composition and Roles and Responsibilities

#### Inputs required by grantee

The Evaluation will be conducted by an Individual consultant or a Team of consultants, who will be responsible for undertaking the evaluation from start to finish with supervision of the

evaluation task manager from the grantee organization, for the data collection and analysis, as well as report drafting and finalization in English.

## 8.2 Required Competencies

### The Evaluator (Or the Evaluation Team Leader)

- a) At least 5 years experience in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods
- b) Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls
- c) Specific evaluation experiences in the areas of ending violence against women and girls
- d) Experience in collecting and analysing quantitative and qualitative data
- e) In-depth knowledge of gender equality and women’s empowerment
- f) A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used
- g) A strong team leadership and management track record, as well as interpersonal and communication skills to help ensure that the evaluation is understood and used.
- h) Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts
- i) Regional/Country experience and knowledge: in-depth knowledge of Armenia is required.
- j) Language proficiency: fluency in English and Armenian is mandatory.

## **9 Management Arrangement of the evaluation**

Name of group	Roles and responsibilities	Name of staff responsible
Evaluator/ Evaluation Team	External evaluators/consultants to conduct an external evaluation based on the contractual agreement and the Terms of Reference, and under the day-to-day supervision of the Evaluation Task Manager.	External evaluator(s)

Name of group	Roles and responsibilities	Name of staff responsible
Evaluation Task Manager	<p>Someone from the grantee organization, such as project manager and/or M&amp;E officer to manage the entire evaluation process under the overall guidance of the senior management, to:</p> <ul style="list-style-type: none"> <li>a) lead the development and finalization of the evaluation TOR in consultation with key stakeholders and the senior management;</li> <li>b) manage the recruitment of the external evaluators; lead the collection of the key documents and data to be share with the evaluators at the beginning of the inception stage;</li> <li>c) liaise and coordinate with the evaluation team, the reference group, the commissioning organization and the advisory group throughout the process to ensure effective communication and collaboration;</li> <li>d) provide administrative and substantive technical support to the evaluation team and work closely with the evaluation team throughout the evaluation;</li> <li>e) lead the dissemination of the report and follow-up activities after finalization of the report</li> </ul>	M&E Officer or Project Manager of Grantee Organization - Ani Jilozian
Commissioning Organization	<p>Senior management of the organization who commissions the evaluation (grantee) – responsible for:</p> <ul style="list-style-type: none"> <li>1) allocating adequate human and financial resources for the evaluation;</li> <li>2) guiding the evaluation manager;</li> <li>3) preparing responses to the recommendations generated by the evaluation.</li> </ul>	Senior Management of Grantee Organization -Maro Matosian
Reference Group	<p>Include primary and secondary beneficiaries, partners and stakeholders of the project who provide necessary information to the evaluation team and to reviews the draft report for quality assurance</p>	<p>Mira Antonyan-President of the Armenian Association of Social Workers;  Nelly Duryan-Colonel of RA Police; Knarig Garanfilyan-Founder and President of Family and Community NGO; Naira Kerobyan-Project Coordinator at Shogh daycare center NGO;  Anahit Sahakyan-Yerevan State University, Faculty of Sociology, Chair of Social Work and Social Technologies; Eleonora Virabyan-leading specialist at the Division of Women’s Issues under Ministry of Labor and Social Affairs.</p>
Advisory Group	<p>Must include a focal point from the UN Women Regional Office and the UN Trust Fund Portfolio Manager to review and comment on <u>the draft TOR</u> and <u>the draft report</u> for quality assurance and provide technical support if needed.</p>	UN Trust Fund Portfolio Manager - Vesna Jaric

## 10 Timeline of the entire evaluation process

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe
Preparation stage	Prepare and finalize the TOR with key stakeholders	Commissioning organization and evaluation task manager	5	October 2017
	Compiling key documents and existing data		5	October 2017
	Service Agreement with the Evaluator		10	October 2017
Inception stage	Briefings of evaluators to orient the evaluators	Evaluation task manager	2	November 2017
	Desk review of key documents	Evaluation Team	3	November 2017
	Finalizing the evaluation design and methods	Evaluation Team	1	November 2017
	Preparing an inception report	Evaluation Team	2	November 2017
	Review Inception Report and provide feedback	Evaluation Task Manager, Reference Group and Advisory Group	3	November 2017
	Submitting final version of inception report	Evaluation Team	1	December 2017
Data collection and analysis stage	Desk research	Evaluation Team	2	December 2017
	In-country technical mission for data collection (visits to the field, interviews, questionnaires, etc.)	Evaluation Team	12	December-January 2017
Synthesis and reporting stage	Analysis and interpretation of findings	Evaluation Team	10	January 2017

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe
	Preparing a draft report	Evaluation Team	5	January 2018
	Review of the draft report with key stakeholders for quality assurance	Evaluation Task Manager, Reference Group, Commissioning Organization Senior Management, and Advisory Group	5	January 2018
	Consolidate comments from all the groups and submit the consolidated comments to evaluation team	Evaluation Task Manager	2	January 2018
	Incorporating comments and revising the evaluation report	Evaluation Team	3	January 2018
	Submission of the final report	Evaluation Team	1	February 2018
	Final review and approval of report	Evaluation Task Manager, Reference Group, Commissioning Organization Senior Management, and Advisory Group	10	February 2018
Dissemination and follow-up	Publishing and distributing the final report	commissioning organization led by evaluation manager	5	February 2018
	Prepare management responses to the key recommendations of the report	Senior Management of commissioning organization	10	March 2018

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe
	Organize learning events (to discuss key findings and recommendations, use the finding for planning of following year, etc)	commissioning organization	2	March 2018

## **11 Budget**

The total budget for this evaluation is \$3,500.

## **12 Annexes**

### **1) Key stakeholders and partners to be consulted**

- Eleonora Virabya, Ministry of Social Affairs, leading specialist at the Division of Women's Issues
- Mira Antonyan, President of Armenian Association of Social Workers
- Nelly Duryan, Colonel of Republic of Armenia Police Department on Juvenile Rights and Combating Domestic Violence
- Anahit Sahakyan, Chair of Social Work and Social Technologies, Faculty of Sociology, Yerevan State University
- Naira Kerobyan, Project Coordinator of Shogh daycare center
- Anna Martirosyan, Project Coordinator of Little Prince Social Centre for Children, Armenian Caritas
- Knarig Garanfilyan, Founder and President of Family and Community NGO in Metsamor
- Jasmen Khachatryan, Board of Directors of Goris Women's Resource Center
- Armine Gmyur Karapetyan, President of Arevamanuk NGO in Gyumri

### **2) Documents to be consulted Inputs required by Grantee**

- 2011-2015 Republic of Armenia Gender Policy Strategic Action Plan
- 2011-2015 Republic of Armenia Strategic Action Plan to Combat Gender-Based Violence
- Domestic violence draft law (<https://www.e-draft.am/projects/427>)
- Results Monitoring Plan and Baseline Report
- Monitoring plans, indicators and summary of monitoring data
- Progress and annual reports of the project

### **3) Required structure for the inception report**

The inception report should be structured as follows:

- 1) Background and Context of Project
- 2) Description of Project

- 3) Purpose of Evaluation
- 4) Evaluation Objectives and Scope
- 5) Final version of Evaluation Questions with evaluation criteria
- 6) Description of evaluation team, including the brief description of role and responsibilities of each team member
- 7) Evaluation Design and Methodology
  - a. Description of overall evaluation design (evaluators may decide whether or not to use pre-test data and a comparison group, as they see fit)
  - b. Data sources (accesses to information and to documents)
  - c. Description of data collection methods and analysis (including level of precision required for quantitative methods, value scales or coding used for qualitative analysis; level of participation of stakeholders through evaluation process)
  - d. Description of sampling (area and population to be represented, rationale for selection, mechanics of selection, limitations to sample); reference indicators and benchmarks, where relevant (previous indicators, national statistics, human rights treaties, gender statistics, etc.)
  - e. Limitations of the evaluation methodology proposed
- 8) Ethical considerations: a) Safety and security (of participants and evaluation team); and b) Contention strategy and follow up
- 9) Work plan with the specific timeline and deliverables by evaluation team (up to the submission of finalized report)
- 10) Annexes
  - a. Evaluation Matrix
  - b. Data collection Instruments (e.g.: survey questionnaires, interview and focus group guides, observation checklists, etc.)
  - c. List of documents consulted so far and those that will be consulted
  - d. List of stakeholders/partners to be consulted (interview, focus group, etc. )
  - e. Draft outline of final report (in accordance with the requirements of UN Trust Fund)

#### **4) Required structure for the evaluation report**

1. Title and cover page
  - Name of the project
  - Locations of the evaluation conducted (country, region)
  - Period of the project covered by the evaluation (month/year – month/year)
  - Date of the final evaluation report (month/year)
  - Name and organization of the evaluators
  - Name of the organization(s) that commissioned the evaluation
  - Logo of the grantee and of the UN Trust Fund
2. Table of Content
3. List of acronyms and abbreviations
4. Executive summary
  - Brief description of the context and the project being evaluated;
  - Purpose and objectives of evaluation;

- Intended audience;
  - Short description of methodology, including rationale for choice of methodology, data sources used, data collection & analysis methods used, and major limitations;
  - Most important findings with concrete evidence and conclusions; and
  - Key recommendations.
5. Context of the project
- Description of critical social, economic, political, geographic and demographic factors within which the project operated.
  - An explanation of how social, political, demographic and/or institutional context contributes to the utility and accuracy of the evaluation.
6. Description of the project
- Project duration, project start date and end date
  - Description of the specific forms of violence addressed by the project
  - Main objectives of the project
  - Importance, scope and scale of the project, including geographic coverage
  - Strategy and theory of change (or results chain) of the project with the brief description of project goal, outcomes, outputs and key project activities
  - Key assumptions of the project
  - Description of targeted primary and secondary beneficiaries as well as key implementing partners and stakeholders
  - Budget and expenditure of the project
7. Purpose of the evaluation
- Why the evaluation is being done
  - How the results of the evaluation will be used
  - What decisions will be taken after the evaluation is completed
  - The context of the evaluation is described to provide an understanding of the setting in which the evaluation took place
8. Evaluation objectives and scope
- A clear explanation of the objectives and scope of the evaluation.
  - Key challenges and limits of the evaluation are acknowledged and described.
9. Evaluation Team
- Brief description of evaluation team
  - Brief description of each member's roles and responsibilities in the evaluation
  - Brief description of work plan of evaluation team with the specific timeline and deliverables
10. Evaluation Questions
- The original evaluation questions from the evaluation TOR are listed and explained, as well as those that were added during the evaluation (if any).
  - A brief explanation of the evaluation criteria used (e.g. relevance, efficiency, effectiveness, sustainability and impact) is provided.

## 11. Evaluation Methodology

<b>Sub-sections</b>	<b>Inputs by the evaluator(s)</b>
Description of evaluation design	
Data sources	
Description of data collection methods and analysis (including level of precision required for quantitative methods, value scales or coding used for qualitative analysis; level of participation of stakeholders through evaluation process, etc.)	
Description of sampling Area and population to be represented Rationale for selection Mechanics of selection limitations to sample Reference indicators and benchmarks/baseline, where relevant (previous indicators, national statistics, human rights treaties, gender statistics, etc.)	
Description of ethical considerations in the evaluation Actions taken to ensure the safety of respondents and research team Referral to local services or sources of support Confidentiality and anonymity protocols Protocols for research on children, if required.	
Limitations of the evaluation methodology used	

## 12. Findings and Analysis per Evaluation Question

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Evaluation Question 1	To what extent were the intended project goal, outcomes and outputs achieved and how?
Response to the evaluation question with analysis of key findings by the evaluation team	

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Evaluation Question 2	To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Evaluation Question 3	To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls? Please describe those changes.
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Evaluation Question 4	What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Effectiveness</b>
Evaluation Question 5	How likely is it that the prepared guidelines will be institutionalized and sustained?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Relevance</b>
Evaluation Question 1	To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	

<b>Evaluation Criteria</b>	<b>Relevance</b>
Others	

<b>Evaluation Criteria</b>	<b>Relevance</b>
Evaluation Question 2	To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Efficiency</b>
Evaluation Question 1	How efficiently and timely has this project been implemented and managed in accordance with the Project Document?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Sustainability</b>
Evaluation Question 1	How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?

<b>Evaluation Criteria</b>	<b>Sustainability</b>
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Impact</b>
Evaluation Question 1	What are the unintended consequences (positive and negative) resulted from the project?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Knowledge Generation</b>
Evaluation Question 1	What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

<b>Evaluation Criteria</b>	<b>Knowledge Generation</b>
Evaluation Question 2	Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?
Response to the evaluation question with analysis of key findings by the evaluation team	
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	
Conclusions	
Others	

### **13 Conclusions**

<b>Evaluation Criteria</b>	<b>Conclusions</b>
Overall	
Effectiveness	
Relevance	
Efficiency	
Sustainability	
Impact	
Knowledge Generation	
Others (if any)	

### **14 Key Recommendations**

<b>Evaluation Criteria</b>	<b>Recommendations</b>	<b>Relevant Stakeholders (recommendations made to whom)</b>	<b>Suggested Timeline (if relevant)</b>
Overall			
Effectiveness			
Relevance			
Efficiency			
Sustainability			

<b>Evaluation Criteria</b>	<b>Recommendations</b>	<b>Relevant Stakeholders (recommendations made to whom)</b>	<b>Suggested Timeline (if relevant)</b>
Impact			
Knowledge Generation			
Others (if any)			

## 15. Annexes

- 1) Final Version of Terms of Reference (TOR) of the evaluation
- 2) Evaluation Matrix (see Annex 4A)
- 3) Final version of Results Monitoring Plan (see Annex 4B)
- 4) Beneficiary Data Sheet (see Annex 4C)
- 5) Additional methodology-related documentation
- 6) Lists of persons and institutions interviewed or consulted and sites visited
- 7) List of supporting documents reviewed
- 8) CVs of evaluator(s) who conducted the evaluation

### **Annex 4A: Template for Evaluation Matrix**

<b>Evaluation Criteria</b>	<b>Evaluation Questions</b>	<b>Indicators</b>	<b>Data Source and Data Collection Methods</b>