**Terms of Reference for the External Evaluator**

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# Background and Context

## Description of the project that is being evaluated

Atina - Citizens' Association for Combating Trafficking of Human Beings and All Forms of Gender-based Violence is implementing a project “Making a difference for refugee women and girls in Serbia” with the support of the United Nations Trust Fund to End Violence against Women (UN Trust Fund). Its focus is improved access for refugee and asylum-seeking women and girls to essential, safe and adequate multi-sectoral services to end VAW/G. The project lasts for 3 years, from September 1, 2018 until November 30, 2021, and is currently in the final quarter of its implementation.

This project responds to the lack of safe and adequate services for women and girls victims of gender-based violence and trafficking among the refugee and asylum-seeking population. It is based on evidence from Atina's past and current programs aimed at addressing violence against women and human trafficking, as well as on global practice and testimony of peer organizations and relevant institutions that age and gender-neutral mechanisms are destined to fail in the process of integration of refugee women and girls. Main objective of the project is for refugee and asylum seeking women and girls in Serbia to be safer and better protected against VAW/G, especially VAW/G survivors.

Specific forms and manifestations of violence this project addresses are: violence in the family (intimate partner violence, sexual violence, harmful practices, forced marriages), violence in the community (trafficking in women and girls); and violence perpetrated by the State or at the State level (sexual and gender-based violence in refugee camps). Since holistic and multi-sectoral approaches are more likely to have impact, Atina facilitates coordinated interventions operating at multiple levels, across sectors and over multiple timeframes. This project reflects NGO Atina's principle in assisting victims of VAW/G, human trafficking and exploitation – all victims should have access to all available services in Serbia, regardless of their ethnic or legal status.

The project targets primary beneficiaries (female refugees/asylum seekers, women/girls victims of trafficking, women/girls victims of sexual exploitation – adolescent, young as well as adult women), and secondary beneficiaries (members of civil society organizations and NGOs, health professionals, social/welfare workers, and uniformed personnel).

Once the coronavirus pandemic began, in March 2020, Atina had to reorganize its work and adapt to new restrictions and measures in place (state of emergency, curfew). The team was not able to work entirely from home due to obligation within direct support programme (women residing in safe houses and similar). However, all the safety precautions in line with recommendations of the World Health Organization were taken to protect the health and safety of beneficiaries, staff, and all actors involved. This has led to creating the online psychological counseling service, as well as intensified phone contact of Atina’s case managers with women and girls refugees/asylum seekers, who were inside the asylum/reception centers and unable to move freely. Atina has been adapting to the situation ever since, and continues with all the project activities in a manner that best suits the beneficiaries, and circumstances in the country.

## Strategy and theory of change (or results chain) of the project with the brief description of project goal, outcomes, outputs and key project activities

Designed strategy is deployed through three main directions, and the activities are designed in order to support refugee and asylum seeking women and girls:

*a. Access to information*

NGO Atina is assisting the refugee and migrant women and girls in accessing the necessary information. This is being done through mobile teams which are present and operating in the field – mostly in reception and asylum centers. These teams have already gained sufficient experience throughout the refugee crisis to address specific or urgent needs of refugees and migrants in a timely and appropriately manner. Mobile teams consist of social workers, psychologists and cultural mediator; these professionals as well as mobile teams themselves, appeared to be of crucial importance for many refugees during the crisis, as they provided necessary information, recognized risks of violence or exploitation, assisted in accessing the safe accommodation, health care, psychological support, etc. Throughout the project, mobile teams have been tasked with providing information to women and girls about relevant services and programs available, about other community services and programs, but also about risks related to VAW/G. Mobile teams are also responsible for establishing and maintaining communication channels between relevant stakeholders on the local level and beneficiaries from women and girls` support programs. Furthermore, mobile teams will maintain communication and share relevant information with representatives of the respective institutions at all governance levels.

*b. Access to services*

Being in close contact with refugee and migrant women and girls, Atina`s mobile teams will also be able to identify potential victims and facilitate their access to a holistic package of services aimed at their protection, both urgent and the long-term one. For the victims who are in need of longer support, Atina will facilitate their transition from emergency shelters to independent living spaces, in close coordination with relevant institutions. These spaces are equipped to meet the specific needs of VAW/G victims and other vulnerable groups. Further on, once being accommodated in these spaces, victims will have access to programs and services through Atina`s support centre, which include, but are not limited to: individual and group counselling and therapy work, other forms of psychosocial support, legal assistance in situations of violence, language interpretation and cultural mediation. As Atina also provides economic empowerment and maintains professional training and practice in Bagel Bejgl shop – which is a social enterprise established and run by Atina, these services will be available for the target group. On the other hand, professionals in charge of the provision of the support services will also be trained in order to facilitate and improve the access to these services to VAW/G survivors.

*c. Empowerment for active participation and leadership*

No matter whether they are involved in long-term programs and accommodated in Atina’s shelters or residing in the state-run facilities, refugee and migrant women and girls will be empowered to take an active role in their communities and in the hosting (local) community. Women and girls will be supported through a series of workshops aimed at enabling them to express their needs, formulate and communicate them towards the members of local communities, local authorities and other relevant stakeholders. The follow-up will be maintained via a series of meetings with representatives of local institutions and with participation of refugee and migrant women during which they can advocate for their needs and in general for their perspective. As this will bring local competent actors and refugee and migrant women closer, it will create the opportunity for these women to participate in the creation of the procedures and policies relevant for their lives. In order to bring effective and sustainable results, Atina will also work with relevant local institutions and build their capacities to appropriately understand the gender perspective of refugee response, the needs of women and girls as well as the potential risks they might be exposed to. Even though refugee women and girls are at the core of the proposed strategies, the strategies will be realized in close cooperation with actors authorized to provide support to the refugee and migrant population and running the accommodating facilities. Finally, in order to promote activities in this area and present achieved results and successful stories, NGO Atina will also conduct the analysis on the need of refugee and migrant VAW/G survivors with their participation in the research, thus preparing a respective publication at the end of the project implementation. This application will be promoted and disseminated at a conference organized in this regard.

**Result chain**

**Goal: Refugee and asylum seeking women and girls in Serbia are safer and better protected against VAW/G, especially VAW/G survivors**

**Outcome 1: Refugee and asylum seeking women and girls in Serbia have increased agency to respond and prevent VAWG**

Output 1.1: 2000 refugee and asylum seeking women and girls in Serbia have information on their rights and increased knowledge on how to do self-advocacy

Activity 1.1.1: Two Atina's mobile teams organize 36 workshops for 2000 refugee and asylum seeking women girls in Serbia on women rights and available services for protection of VAW/G

Activity 1.1.2: Atina organizes 6 peer support groups of refugee and asylum seeking women and girls in Serbia and facilitates 36 peer group meetings

Output 1.2: 30 refugee and asylum seeking women and girls in Serbia to gain skills to be economically empowered

Activity 1.2.1: Vocational training for 30 refugee and asylum seeking women and girls in Serbia at social enterprise Bagel Bejgl to increase their employability

**Outcome 2: Refugee and asylum seeking women and girl in Serbia survivors of VAW/G receive appropriate and adequate service**

Output 2.1: 240 refugee and asylum seeking women and girl in Serbia survivors of VAW/G have better access to support services

Activity 2.1.1: 90 refugee and asylum seeking women and girl in Serbia survivors of VAW/G supported through safe accommodation

Activity 2.1.2: 240 refugee and asylum seeking women and girl in Serbia survivors of VAW/G supported through cultural mediation

Activity 2.1.3: 240 refugee and asylum seeking women and girl in Serbia survivors of VAW/G supported through case management including referrals to community services

Activity 2.1.4: 42 trainings organized for 240 professional from 48 institutions/organizations and 12 policy makers are trained to implement participatory services

Output 2.2: Good practices on access to services for refugee and asylum seeking women and girl in Serbia survivors of VAW/G are shared among institutions/organizations and policy makers

Activity 2.2.1: Research with 5 case studies on access to services for refugee and asylum seeking women and girl in Serbia survivors of VAW/G conducted by Atina

Activity 2.2.2: Printed Research disseminated among 100 institutions/organizations and policy makers

Activity 2.2.3: Organization of public promotion of the Research and the final conference with 60 institutions/organizations and policy makers and refugee and asylum seeking women and girl in Serbia participating

**Outcome 3: Refugee and asylum seeking women and girls in Serbia empowered for active participation and leadership**

Output 3.1: 30 refugee and asylum seeking women and girls in Serbia gain skills and have the space to advocate for their rights

Activity 3.1.1: 12 workshops held for 30 refugee and asylum seeking women and girls in Serbia to increase their communication and advocacy capacity

Activity 3.1.2: 21 meetings with institutions organized with participation of 30 refugee and asylum seeking women and girls in Serbia to develop and implement 6 joint actions to promote refugee integration

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

After the Balkan route was closed in March 2016, several thousands of refugees and migrants remained residing in Serbia, in reception and asylum centers, young women and children being the majority of this population. Since then, they have continued coming to the country on a regular basis. Since the closure of Hungary’s external border, most migrants in the Balkans have been trying to enter the EU via Croatia. Also, a new Balkan route leads through Bosnia and Herzegovina, either from Serbia or from Albania and then Montenegro. Even if the numbers decreased, migrants and refugees did not stop coming due to various reasons. Also, in Serbia, there is still a lack of a systemic and effective response to the protection and support of refugee and migrant children and youth, including the lack of safe spaces, long-term support programs, identification and prosecution of perpetrators of violence, etc. The responses of the system to eliminate the consequences and potential risks of violence remain insufficient.

The project implementation takes place on the territory of the Republic of Serbia. Specific activities are being implemented in the period in the places where a large number of refugees and migrants are accommodated. These are the asylum centres in Krnjača (Belgrade), Bogovađa, Preševo, Bujanovac, Bosilegrad, Banja Koviljača, Adaševci, and Šid, as well as in Maternity Home in Belgrade and Atina’s safe accommodation.

## Total resources allocated for the intervention, including human resources and budgets (budget need to be disaggregated by the amount funded by the UN Trust Fund and by other sources/donors).

The total resources allocated for the intervention are 1,084,482 USD.

Of that amount, the part funded by the UN Trust Fund is 499,500 USD, while additional 584,982 USD are funded from other sources.

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

## In this project, Atina was partnering with state institutions relevant in the field of migration, such as Commissariat for Refugees and Migration, Ministry of the Interior, Ministry of Labor, Employment, Social and Veteran Affairs (specifically Center for the Protection of Trafficking Victims), but also Department for Family and Child Care. In addition, based on direct cases, Atina was coordinating and cooperating with relevant local Centers for Social Work, and involved in partnering with NGOs on national and local level that have experience in working on the protection of human rights, migration, women’s rights, child rights. Atina was also deeply involved in cooperation with UN agencies, such as UNHCR, UNFPA, UNICEF, IOM. This specific project covered cooperation with international actors working in Serbia such as International Rescue Committee (IRC), Catholic Relief Service (CRS), as well as specific professionals working in various ministries, such as the Ministry of Justice and Ministry of the Interior (Departments working with smuggling and human trafficking cases, and asylum cases). In addition, key partners of the project are also refugee and asylum seeking women themselves, as well as the UN Trust Fund portfolio manager.

# Purpose of the evaluation

The overall purpose of the evaluation is to assess the processes and achievements made to draw lessons that will inform the development of future actions. The evaluation is intended to be forward looking which will effectively capture lessons learnt and provide information on the nature, extent and where possible, the effect of the project. The emphasis on lessons learned speaks to the issue of understanding what has and what has not worked as a guide for future planning.

# Evaluation objectives and scope

## Scope of Evaluation:

* Timeframe: this evaluation needs to cover the entire project duration (September 1, 2018 – November 30, 2021).
* Geographical Coverage: for the purpose of the evaluation, it is necessary to cover at least half of the asylum and reception centers (located in Krnjača (Belgrade), Bogovađa, Preševo, Bujanovac, Bosilegrad, Banja Koviljača, Adaševci, and Šid), as well as Maternity Home in Belgrade and Atina’s safe accommodation. Target groups to be covered: this evaluation needs to cover primary beneficiaries (female refugees/asylum seekers, women/girls victims of trafficking, women/girls victims of sexual exploitation – adolescent, young as well as adult women), and secondary beneficiaries (members of civil society organizations and NGOs, health professionals, social/welfare workers, uniformed personnel), as well as broader range of stakeholders engaged in this area of work, and the UN Trust Fund portfolio manager. A subset of at least 15% of primary and secondary beneficiaries is to be included in the evaluation. However, the final number, as well as the sampling, of beneficiaries will be agreed upon between the chosen evaluator and the Evaluation Team.

## Objectives of Evaluation: What are the main objectives that this evaluation must achieve?

## 

**Mandatory evaluation objectives:**

* **To evaluate the entire project** against the effectiveness, relevance, efficiency, sustainability and impact criteria, as well as the cross-cutting gender equality and human rights criteria (*defined below*);
* **To identify key lessons and promising or emerging good practices** in the field of ending violence against women and girls, for learning purposes (*this is defined under the knowledge generation criteria below).*

# Evaluation Questions

|  |  |
| --- | --- |
| **Evaluation Criteria** | **Mandatory Evaluation Question** |
| **Effectiveness**  *A measure of the extent to which a project attains its objectives / results (as set out in the project document and results framework) in accordance with the theory of change.* | 1. To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?  * What were the main factors influencing the outcomes of this project, either negatively or positively? * What are the lessons to be learned for a replication or continuation of the project approach? * To what extent has the project directly benefited primary and secondary beneficiaries? * Has the project achieved results in accordance with the expected theory of change? * What were the challenges/obstacles to achieving the expected results? |
| **Relevance**  *The extent to which the project is suited to the priorities and policies of the target group and the context.* | 1. To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?  * Have the project design and choice of activities and deliverables properly reflected and addressed the needs of the beneficiaries? * To what extent have the planned and actual activities and outputs of the project been consistent with the intended outcomes and impact? * Has the project been able to adjust to the changes in the context and needs of the primary beneficiaries that occurred during the implementation? * How has the COVID-19 pandemic influenced the activities, outputs and outcomes of the project? * What is Atina’s comparative advantage in this area of work? |
| **Efficiency**  *Measures the outputs - qualitative and quantitative - in relation to the inputs. It is an economic term which refers to whether the project was delivered cost effectively.* | 1. To what extent was the project efficiently and cost-effectively implemented?  * Were the results achieved on time and to budget? Were all activities organized efficiently and on time? * Has COVID-19 pandemic caused reduced efficiency? * To what extent the resources were used economically? How could the use of resources be improved? * Was the project implemented in the most efficient way compared to alternatives? * How was the difference between planned and actual expenditure justified (if any)? * Have the human and financial resources been used in the best manner possible? |
| **Sustainability**  *Sustainability is concerned with measuring whether the benefits of a project are likely to continue after the project/funding ends.* | 1. To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends?  * How is the stakeholders’ engagement likely to continue, be scaled up, replicated or institutionalized after funding ceases? * How has the project built in resilience to future risks? * How has the pandemic affected the resilience to future crises? * What are the major factors which influence the achievement or non-achievement of sustainability of the project? * What steps have been taken to build capacity of women and girls especially VAW/G survivors? * How has the involvement of the Advocacy group contributed to the sustainability and overall visibility of Atina’s work in the matter of migration? * What steps have been taken to build capacity of stakeholders? * Has this project contributed to establishing strategic long-term partnership that could further assist its sustainability? * How has the involvement of social enterprise Bagel Bejgl contributed to the sustainability of the project results and NGO Atina’s programme? * How has Atina’s work in the area of migration, with specific focus on gender and global visibility in relation to work with VAW/G survivors among migrant population contributed to the sustainability of Atina’s programme? |
| **Impact**  *Assesses the changes that can be attributed to a particular project relating specifically to higher-level impact (both intended and unintended).* | 1. To what extent has the project contributed to ending violence against women, gender equality and/or women’s empowerment (both intended and unintended impact)?  * What has happened as a result of the project? * What real difference/changes has the activity made to the lives of the target group? * How many people have been affected? * How do the women and girls involved, and competent stakeholders, see the impact themselves and how do they describe the changes? * How do the women and girls involved, and competent stakeholders, see the impact themselves and how do they describe the changes? * How has the access to necessary services for refugee and asylum seeking women been improved by the project? * Has the COVID-19 pandemic influenced project results? * How did the project impact and improve the operation of the competent institutions involved in the project? * How have the refugee and asylum seeking women assessed the impact of the activities they were involved in (workshops, advocacy, economic empowerment trainings)? |
| **Knowledge generation**  *Assesses whether there are any promising practices that can be shared with other practitioners.* | 1. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?  * What is the new, innovative knowledge that the project has generated, that builds on evidence from other projects, or has potential for replication or scale up in future projects, or different contexts? * What are the lessons learned from the pandemic, and how have they been utilized for knowledge-generation and future practices? * Was any knowledge generated which could be further used in work with other vulnerable groups or with other institutions in the protection and support system? |
| **Gender Equality and Human Rights** | Cross-cutting criteria: the evaluation should consider the extent to which human rights based and gender responsive approaches have been incorporated through-out the project and to what extent.   * Evaluation approach and data collection methods must be gender responsive (ensure that women and girls interviewed feel safe to share information and are fully informed of the purpose). * Evaluation data is to be disaggregated by sex, beneficiary group - as listed within the result chain - and other criteria of importance to the project and the evaluation quality*.* * How have feminist principals and intersectionality been incorporated in the relevant policies? |

# Evaluation Methodology

Evaluation methodology should be participatory, inclusive (consultations with all stakeholders, such as gender, age, disability and other vulnerability considerations), sensitive to social norms and practices, and ethical in data collection practices (safety, informed consent, etc.). This is especially important for the methodology of the evaluation, for example, it is encouraged to suggest different methods which include adolescents as active agents for data collection and analysis as well. Findings and analysis should be disaggregated by age and gender.

Evaluator/s is encouraged to use participatory and qualitative methods for data collection and data analysis, along with quantitative methods for measuring the changes, in line with the overall theory of change of the project – as identified above. Additionally, since one of the objectives of the final evaluation is to understand the contribution of the project towards change at various levels in the project’s theory of change, the evaluator is encouraged to suggest different methodologies, which can provide answers in a valid and reliable manner. Evaluator/s will be provided with all relevant materials, including but not limited to: project documents and reports; progress reports, self-assessment reports, documents and/or reports produced through the project, material used for activities; training materials; resource-use information; list of beneficiaries and workshop/meeting participants, counterparts and resource persons; existing feedback (assessments, letters, surveys, etc.).

The evaluator must use a mixed-method approach to triangulate all available data sources to reach conclusions and findings. Such evaluation methodology may include but is not limited to the following:

− Review of relevant project documents and relevant materials;

− Interviews with relevant staff;

− Personal or telephone/online interviews with direct beneficiaries and other relevant stakeholders, depending on the situation concerning the pandemic, and potential restrictions;

− Surveys of workshop participants and project partners, as may be required;

− Analysis of the data collected.

# Evaluation Ethics

**The evaluation must be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’.** The evaluator/s must put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This must ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights. **The evaluator/s must have a plan in place to:**

* Protect the rights of respondents, including privacy and confidentiality;
* Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public;
* For any potential contact with children[[1]](#footnote-1), the evaluator/s must consider additional risks and need for parental consent;
* For including adolescents in data collection process, evaluator/s must provide relevant ethics and safety protocols, in addition to the resources listed below. These include, but are not limited to, basic ethical principles in work with adolescents in VAW/G studies, culture and gender considerations, as well as considerations for particularly vulnerable individuals;
* The evaluator/s must be trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues;
* Data collection tools must be designed in a way that is culturally appropriate and does not create distress for respondents;
* Data collection visits should be organized at the appropriate time and place to minimize risk to respondents, or held online;
* The interviewer or data collector must be able to provide information on how individuals in situations of risk can seek support (referrals to counseling support, for example).

**Resources:**

* [WHO, “Ethical and safety recommendations for intervention research on violence against women](http://www.who.int/reproductivehealth/publications/violence/intervention-research-vaw/en/) “, (2016)
* [WHO, “Ethical and safely recommendations for researching, documenting and monitoring sexual violence in emergencies](http://www.who.int/reproductivehealth/publications/violence/9789241595681/en/)” (2007)
* [WHO/PATH, “Researching violence against women: a practical guide for researchers and activists](https://path.azureedge.net/media/documents/GBV_rvaw_complete.pdf)”, (2005)
* [UNICEF’s “Child and youth participation guide”](https://www.unicef.org/adolescence/cypguide/resourceguide_ethics.html) (various resources)
* [UNEG guidance document, “Integrating human rights and gender equality in evaluations](http://www.unevaluation.org/document/download/2107)”, (2011) Chapter 3

# Key deliverables of evaluators and timeframe

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Deliverable** | **Deadlines of Submission to UN Trust Fund M&E Team** | **Deadline** |
| **1** | Evaluation Inception Report | This report is to be submitted by the evaluator **within 2-4 weeks of starting the assessment**. The inception report needs to meet the minimum requirements and structure specified in this guideline for UN Trust Fund’s review and approval. | **By 15 October 2021** |
| **2** | Draft Evaluation Report | Draft Evaluation Report is to be submitted **between 1 month and 2 weeks before the final evaluation is due**. The Draft Report needs to meet the minimum requirements and structure specified in this guideline for UN Trust Fund’s review and approval. | **By 25 December 2021** |
| **3** | Final Evaluation Report | Final Evaluation is to be submitted no later than **2 months after the project end date.** The Final Report needs to meet the minimum requirements and structure specified in this guideline for UN Trust Fund’s review and approval. | **By 31 January 2022** |

# Evaluation Team composition and required competencies

Evaluators must be independent from any organizations that have been involved in designing, executing, managing or advising any aspect of the project that is the subject of the evaluation and any other UN Trust Fund-funded projects.

## Evaluation Team Composition and Roles and Responsibilities

NGO Atina encourages both companies and individual evaluators to apply for this consultancy service. The main requirement is the experience in the region, and usage of innovative and mixed methods approaches, including the considerations for remote modality due to COVID-19. The evaluator/s will be responsible for undertaking the evaluation from start to finish and for managing the evaluation team under the supervision of evaluation task manager from NGO Atina, for the data collection and analysis, as well as report drafting and finalization in English.

## Required Competencies

* Evaluation experience at least 10 years in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods;
* Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls;
* Experience with program design and theory of change, gender-responsive evaluation, participatory approaches and stakeholder engagement;
* Specific evaluation experience in the area of ending violence against women and girls in the Republic of Serbia/in the region;
* Experience in collecting and analysing quantitative and qualitative data as well as data visualization;
* In-depth knowledge of gender equality and women’s empowerment;
* A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used;
* 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;
* Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts;
* Regional/country experience and knowledge: in-depth knowledge of Serbia is required;
* Language proficiency: fluency in English is mandatory; good command of Serbian is desirable.

# Management Arrangement of the evaluation

The team that will be involved in the evaluation process consists of key personnel that were involved in this project, Project Manager, Case Managers, members of the mobile teams, Psychologist, as well as Direct Assistance Coordinator and Empowerment Coordinator, and the UN Trust Fund portfolio manager. Evaluation task manager will be Coordinator of Direct Support. Stakeholder reference group will be made up of the actors involved in the project (secondary beneficiaries).

# Timeline of the entire evaluation process

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stage of Evaluation** | **Key Task** | **Responsible** | **Number of working days required** | **Timeframe** |
| **Inception stage** | Briefings of evaluators to orient the evaluators | Evaluation Task Manager | **10 working days** | **First week** |
| Desk review of key documents | Evaluator/s | **First week** |
| Finalizing the evaluation design and methods | Evaluator/s | **Second week** |
| Submit draft **Inception Report** | Evaluator/s | **By 15 October 2021** |
| Review **Inception Report** and provide feedback | Evaluation Task Manager, Stakeholder Group and UNTF | **5 working days** | **By 22 October 2021** |
| Incorporating comments and revising the **Inception Report** | Evaluator/s | **4 working days** | **By 28 October 2021** |
| Submitting final version of **Inception Report** | Evaluator/s |
| Review final **Inception Report** and approve | Evaluation Task Manager, Stakeholder Group and UNTF | **5 working days** | **By 4 November 2021** |
| **Data collection and analysis stage** | Desk research | Evaluator/s | **10 working days** |  |
| In-country technical mission for data collection (visits to the field if possible, interviews, questionnaires, etc.) | Evaluator/s | **Over 6-8 weeks** | **By early December 2021** |
| **Synthesis and reporting stage** | Analysis and interpretation of findings | Evaluator/s | **4 weeks** | **By 25 December 2021** |
| Preparing a **first draft report** | Evaluator/s |
| Review of the draft report with key stakeholders for quality assurance | Evaluation Task Manager, Stakeholder Group and UNTF | **10 working days** | **By 3 January 2022** |
| Consolidate comments from all the groups and submit the consolidated comments to evaluation team | Evaluation Task Manager |
| Incorporating comments and preparing **second draft evaluation report** | Evaluation Team | **2 weeks** | **By 17 January 2022** |
| Final review and approval of report | Evaluation Task Manager, Stakeholder Group and UNTF | **5 working days** | **By 24 January 2022** |
| Final edits and submission of the **final report** | Evaluator/s | **4 working days** | **By 31 January 2022** |

# Annexes

* List of project beneficiaries, key stakeholders/institutions to be consulted; project sites to be visited;
* Documents to be consulted

\* Relevant national strategy documents

\* The project document and theory of change (proposal)

\* The Results and Resources Framework

\* Baseline Report

\* Data collection tools, monitoring plans, indicators, and collected data

\* Progress and annual reports of the project

\* Adaptations NGO Atina made in its direct work during the pandemic

* Budget;
* Structure for the inception report;
* Required structure for the final report.

1. A child means every human being below the age of eighteen years unless under the law applicable to the child, majority is attained earlier. [↑](#footnote-ref-1)