

Terms of Reference (ToR) for External Evaluation of “Building Leadership for Women, Peace, Security & Equity”

Objectives of the evaluation

To assess the benefit, programme strategies, methodology and the quality of the project ‘Building Leadership for Women Peace Security and Equity’ within the context of non-violent conflict transformation in Dang, Rolpa, Bardiya and Kailali.

The evaluation shall review

- in which way has the project been efficiently and effectively implemented in terms of its future vision and the desired changes
- the role of the respective organisation (and its partners) in the conflict context (all partisanship, choice of partners, relationship to peace organisation) and how this influences their work, strategies and effectiveness?
- the relevance of the intervention strategy/methodology/activities implemented to transform conflict

Guiding questions of the evaluation

- How have the key actors contributed to bring about the desired change? How have they gained influence on the central actors identified in the conflict analysis? How has the action of the central actors changed (links between peace writ little and Peace Writ Large - Reflecting on peace practices: <http://www.cdainc.com>)?
- What kind of local initiatives and self-supporting structures were created or reformed during project implementation?

Tasks of the evaluator

- The evaluator generates an inception report, outlining the methodology and definition of his/her role. The evaluator produces the final report. The inception report is due two weeks before starting the field study.
- The evaluator compiles both the inception and the final report in English.

Elements of the final report

1. Conflict analysis

- Analysis of the current conflict situation regarding key driving factors, dynamics, central actors and group
- Description of the immediate conflict-environment of the project: what are the starting points to initiate a change process

2. Organisational profile and structure

- Human Resources (organisational chart with the number of staff, qualifications, responsibilities and signature authorisation)
- Commitment to address peace and conflict issues in general and in terms of the project, e.g. priorities, allocation of resources.
- Institutional structure: structures inhibiting or promoting working on conflict, consistency of mission statement and implicit ethical messages, framework for planning processes and programming (hierarchies + structures, procedures + systems, communication + cross-organisational learning)
- Accountability and mechanisms for managing the integration of the project
 - implementation (achieved changes so far)
 - planning, appropriate reporting, systems of monitoring, assessment and evaluation of the project
 - Accounting system: condition of the project accounting department, staff/competence, equipment, financial reporting procedures, monitoring- and control system of project funds

3. Programme strategies

- Were the key actors of the project adequately addressed?
- On what assumptions is the project based on? (Relevance of outcome and key actors, what could hinder, prevent or encourage the intended change process)
- Were these assumptions realistic?
- Were the stated future vision and the desired changes realistic?

4. Project effectiveness, efficiency, impact and sustainability

- What contributions to changes did the key actors accomplish so far? (Especially links between peace writ little and Peace Writ Large.)
- Were positive or negative unintended effects observed?
- Were the project outcomes effective in relation to the project costs?
- How could efficiency be increased?
- Could the funds have been deployed more efficient by using different methodology/ implementing other activities?
- Was funding referred to in public documentation? (Public relations: Media coverage)
- What is the perception of the project activities by the local population?

5. Networking / Cooperation

- What other organisations are working in a similar field with similar objectives?
- What about the quality, the efficiency and the depth in cooperation / coordination with other stakeholders?
- Problems of cooperation and networking?

6. Perspectives

- Future planning and perspectives?
- What is needed to work (more) successful?
- Funding procedures and cooperation with zivik? (Which criteria should zivik apply by assessing funding proposals? In which ways could zivik enhance its consultation services?)

7.Recommendations

(Plausible connection of results, conclusions and recommendations)

8.Appendix

- Schedule and work plan of the evaluation
- List of interviewees
- Bibliography
- Used questionnaires and guidelines
- Debriefing report (minutes of meeting)
- Terms of Reference