



Terms of Reference for Internal Evaluation

1. BACKGROUND

Description of the organization: AUNA promotes United Nations principles and programs in Armenia and represents Armenian cultural heritage through the UN. We contribute to evolving civil society and democratic structures and processes, and we advocate for equal opportunities and the Sustainable Development Goals. We help individuals to take responsibility for the future of their communities and to create environments, where people work together, embracing the values of solidarity, peace, human rights, diversity, and responsible citizenship. One of our strategic objectives is to be a leading NGO in empowering youth and a driving force for sustainable development in Armenia. With our country-wide network of change agents, we reach out to new partners and empower and engage more constituents in remote and underserved areas.

Empowering Youth for Human Rights and Development (EYHRD) project

EYHRD project is designed to contribute to the improvement of the human rights situation in Armenia setting from the grassroots level. The project is covering the rural communities of three regions of Armenia: Kotayk (Abovyan), Syunik (Goris, Togh) and Tavush (Ijevan, Vazashen, Ayrum and Norashen) targeting youth as an actor of change. Due to their distance from Yerevan, there are very few projects implemented there, thus leading to the passive involvement of youth in the public sphere.

As a result of series of trainings and workshops the civic action groups (CAG) are designed in targeted communities to identify human rights breaches in their regions and claim the respect and fulfilment of those rights from duty bearers of their communities.

After passing through the capacity building trainings, the CAGs design and implement local community development projects based on the results of community need assessment. Out of all rights, the target is drawn on women's rights and gender equality issues as one of the most fragile human rights in Armenia.

As the project follows Theory of Change and applies to a human rights-based approach to development (RBA), the local partners encompass the CSOs and local governmental entities willing to cooperate with the youth. AUNA makes an emphasis on CAGs' cooperation with local self-governmental entities and organizes joint capacity building training/meeting with them.

The project is implemented in partnership with the UN Association of Sweden and financial assistance of Forum Syd/Sida.

2. PURPOSE OF THE EVALUATION

The purpose of the internal evaluation is to determine the progress that has been made towards the achievement of outcomes and also identify unexpected or unplanned issues that may have hindered or facilitated the success of the project.

The main objectives of the evaluation are to provide project team of UN Association of Armenia with detailed and in-depth information about the effectiveness and impact of the project, to document lessons learned and to provide practical recommendations for follow-up questions. That will require: analysis of the strategy and methodology used in to deliver the project; and assessment of the relevance, efficiency, effectiveness, impact and sustainability of the intervention.

The evaluation should contain conclusions and recommendations at both strategic and operational level to improve current and future projects by identifying the outcomes of the project on targeted beneficiaries. Evaluation should identify and document (a) key lessons learned from three years of the implementation of the Empowering Youth for Human Rights and Development of Armenia (EYHRD) project to be replicated with other Civic Action Groups (CAG) (b) any unintended results.

The evaluation should assess:

1. Relevance

- a. To what extent the implemented activities were relevant to the needs of the targeted communities of Armenia
- b. To what extent project beneficiaries were selected according to initially proposed vulnerability and eligibility criteria

2. Effectiveness

- a. What are the achieved effects of specific activities?
- b. To what extent have outputs and outcomes been delivered or achieved?
- c. What are the intended and unintended, primary and secondary effects produced by the intervention?
- d. What are the significant factors influencing the achievement or non-achievement of outcomes?

3. Sustainability

- a. Will the changes, foreseen by the project's Theory of Change at the individual, institutional and policy levels and caused by three years of the implementation of the project continue beyond the life of the project and how?

4. Quality of Project Implementation

- a. Where the project activities carried out as planned in the initial proposal?
- b. Where the project activities carried out in a timely manner?
- c. How smooth was the implementation process?
- d. Were there any obstacles during the project implementation?

At the same time, the evaluation should specifically stress the measurement of the following outcome indicators:

1. To what extent the CAG members who passed the trainings and received small grants for local small projects are able to describe accurately the changes that they achieved.
2. To what extent the CAG members who participated in capacity building trainings report increased capacity for civic participation.

3. WORK PLAN

The evaluator should follow the internationally accepted evaluation norms and standards and be committed to professional evaluation practices, adhering to the following principles at all times:

A. Beneficence and Nonmaleficence:

- A1. Use the *appreciative inquiry*, *best outcomes* and *virtue-based* approaches
- A2. Cause no emotional or physical harm to the project participants
- A3. Use findings to propose procedural changes to benefit the participants in the long-term.

B. Competence and Responsibility:

- B1. Maintain responsibility and professionalism throughout the duration of the evaluation
- B2. Do not take unfair advantage of participants
- B3. Do not use the acquired information for personal purposes.
- B4. Accurately and transparently represent evaluation procedures, data, and findings.

C. Integrity:

- C1. Communicate truthfully and openly with participants concerning all aspects of the evaluation, including its limitations.
- C2. Before accepting the assignment, disclose any conflicts of interest (or its appearance) and report, manage or mitigate any conflicts during the evaluation.
- C3. Communicate, justify, and address concerns related to procedures or activities that are likely to produce misleading evaluative information or conclusions.
- C4. Promptly communicate any changes to the approved evaluation plan – their rationale and the potential impacts on the evaluation's scope and results.

D. Justice, Common Good and Equity:

- D1. Understand and balance the interests of the participants and the common good while also protecting the integrity of the evaluation.
- D2. Recognise, report and address the evaluation's potential risks of exacerbating historic disadvantage or inequity, or other threats to the common good, e.g. when any stakeholder interests conflict with the goals of a democratic, equitable, and just society.
- D3. Understand and mitigate the bias and potential power imbalances that can occur as a result of the evaluation's context.

E. Respect for Rights and Dignity:

- E1. Ensure confidentiality of participants – do not use their names when reporting the results. Participant's right to privacy and confidentiality should be a central issue during the evaluation; therefore, abide by professional ethics standards, including informed consent, confidentiality, and prevention of harm.
- E2. Endeavour to understand, and treat fairly, the individual and group interests and perspectives of participants, including those that are not usually expressed or are oppositional.

E3. Recognise that the data collecting process to gain knowledge of benefit to society may expose some individuals to harm and ensure that those incurring such risks do so willingly, and that they have knowledge of and opportunity to obtain benefits of the evaluation.

3.1 Methodology

The evaluation includes a desk review of literature and a field trip to the programme sites in Tavush, Syunik and Kotayk provinces of Armenia. These and other activities should focus on topics that identify achieved progress in the programme.

The evaluator can provide comments for the readjustment of the ToR to improve the process. The validation of the report results and recommendations should be discussed with representatives from all stakeholders.

3.2 Activities

Activities will include: meetings at the AUNA office and with stakeholders and beneficiaries in the provinces. These sessions will be coinciding with an organized activity to which the evaluator will attend too.

A final validation workshop shall be held on findings and recommendations at the end of the process.

3.3 Stakeholder Involvement

Stakeholders shall be included in the whole process in order to gather comprehensive data and create transparency and credibility in the evaluation.

3.4 Data Collection Methods

AUNA will provide Evaluator with all project related documents. The Evaluator will review the initial project proposal, including results framework and indicators, mid-term progress reports, training pre and post evaluations and any other project related documents and materials. List of the reviewed documents will be attached to the main Evaluation Report as an annex.

The following methods can be used during the evaluation:

1. Semi structured interviews with key informants (CAG members, duty bearers, CSOs)
2. Group discussions with CAGs (main beneficiaries of the project)
3. Desk review of project documents including, but not limited to:
 - a. Project documents
 - b. Progress reports submitted by the CAGs
 - c. Financial reports submitted by the CAGs

The Evaluator is free to add other relevant methods with appropriate justification.

4. OUTPUTS AND REPORTING

4.1 Outputs

The report shall be written in English.

4.2 Narrative reporting

The Evaluator shall produce a report of maximum 20 pages (without appendices) that include major findings, i.e. the result of analysed activities, methods, beneficiary success stories and recommendations. The report shall have a traditional layout, e.g. front cover, table of contents, methodology, results, discussion/ suggested improvements and a list of study material and interviewees.

5. TIME SCOPE AND CHECKPOINTS

The volume of the assignment amounts to a total of 15 working days. The evaluation needs to take place before the end of January 2020 and the report to be completed at the latest 30th of January.

6. EVALUATOR QUALIFICATIONS

6.1 Anticipated Qualifications

The evaluator should meet the following expectations:

- Thorough knowledge and experience from the international development cooperation through the NGO sector
- Documented experience in evaluation assignment focusing on PME (planning, monitoring and evaluation) issues
- Documented capacity in working with LFA, Results-Based Management, baselines etc.
- Experience of work on a gender perspective, preferably from assessments or evaluations
- Experience of work on Theory of Change, preferably from assessments or evaluations
- Experience of work on the rights-based approach, preferably from assessments or evaluations
- Experience in coaching people
- Full working proficiency in English.

6.2 Final date of Submission

To apply, please send a curriculum vitae (no longer than two pages) and a one-page cover letter confirming your availability and specifying expected monthly remuneration rate for the position to job@auna.am, by 1 November 2019. In that letter, please highlight your experience, describe the approach/methodology and explain motivation for working with AUNA.

Your application materials should be submitted in English. Please indicate “Evaluator” in the subject line of your email.

Please note that only candidates who are under serious consideration will be contacted, and the selection of the best candidate may be made before the application deadline. This position is only open to those who can legally work in Armenia. Staff recruited by AUNA are subject to Terms and Conditions of Service according to local Armenian employment law.

Email inquiries only, please.