



## Terms of Reference (ToR)

### Final evaluation

#### Project Active Women, Accountable Government III

##### 1. Introduction

Akcija Zdruzhenska is a national NGO with a mission to contribute to the advancement of gender equality in North Macedonia, by advocating for development and implementation of public policies for achieving equal opportunities for women and men, social inclusion and respect of women's human rights. The work of the organization is focused on: Promoting gender equality as a social value; Promoting responsible, transparent, and accountable governance in the area of gender equality and women's rights; Strengthening and support of women's activism; Building capacities and intensifying public debate, dialogue and collaboration concerning the issues of gender equality and women's rights. Since its establishment in 2004, the program interventions of the organization have been designed under two main clusters of activities to ensure that a) appropriate legal frameworks on gender equality and protection of women's rights are put in place and fully enforced by the national and local governmental institutions; and b) to empower women's activists and women's community to hold governments accountable.

##### 2. Description of the of the project

The external evaluator will be engaged by Akcija Zdruzhenska in order to carry out an independent evaluation of the three-year project „Active Women Accountable Governments III“ that is implemented between January 2021 December 2023 with support by the Kvinna Till Kvinna Foundation. The project is part of the of Akcija Zdruzhenska's program focused on addressing the lack of collaborative support programs which maintain the capacity gap between local and national women and gender equality organizations and reduce the advocacy potential of the women movement.

*Overall objective is to contribute to **Improved women's influence on the policy planning and decision making** with two main expected outcomes:*

**1. Strengthened advocacy capacities of local women NGOs** by means of provision of predictable institutional, namely combined financial and technical support to sustain field outreach women empowerment approach as a regular programming framework regardless of the thematic area (participation, economic status, violence, etc); and facilitating networking and advocacy cooperation among organizations and community women from different municipalities. Sub-granting, guidance and

mentorship is provided to enable them to maintain, expand, and further strengthen the field support networks of community women empowered to hold local institutions accountable and responsive; shift from project based to long-term programming, improve program and financial management; maintain continuity of operations and more effectively use the resources obtained from other sources while keeping the focus on the community work.

**2. Strengthened advocacy input into national policy debate on the gender equality priorities and gender mainstreaming** by means of continuous monitoring and public reporting on the progress made by national and local institutions in implementation of the gender equality commitments (with special focus on the Gender Equality Law); and Development and advocating evidence - based policy recommendations as individual, or collective effort in the local and national consultations oriented towards: a) Changing the current practice of gender equality and women's rights policy development through the project based/ technical support of external actors; b) Access to public funding for women organizations, especially local ones; and c) Fair process and mechanisms for involvement of gender equality and WHR organizations (especially local women organizations).

### **3. Purpose, objectives and scope of the evaluation**

The purpose is to evaluate the results achieved with the project implementation and extent to which they contributed to the overall project objective. The project evaluation is forward looking and will collate and analyze lessons learned, challenges faced and best practices obtained during implementation which will inform the strategy of Akcija Združenska in the next programming phase 2024-2027.

#### **Objectives:**

- Assessment of relevance and achievement of project overall objective: assessing the degree of project outcomes, as well as their compliance with the goal of the project
- Assessment of the project design; implementation strategies; and project efficiency review: analysis of the project management, distribution and utilization of resources (financial, human and technical);
- Assessment of the relevant partnerships established and capacities built outside the scope of project interventions;
- Project sustainability analysis: assessing potential for long-term sustainability of the project and the potential to create a lasting positive impact;

The evaluation will take into consideration the preparatory phase implemented in 2020 and assumptions made at the beginning of the project development process as relevant in relation to the fulfillment of the project Outcome 1.

The engaged evaluator is expected to develop and propose a methodology for the evaluation ensuring that the approach includes:

- Elaborated list of questions that follow the standard OECD/DAC<sup>1</sup> evaluation criteria, as well as the guiding questions to be provided by the Akcija Združenska team;

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<sup>1</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- An understanding of a feminist approach, based on key values of transparency, intersectionality, inclusiveness, sensitivity and a rights-based approach;
- The approach to the information, which includes collection and analysis of program documentation: Thorough overview of program documents, reports and other relevant materials; Provision of information/feedback from supported organizations and representatives of community women, as well as other relevant stakeholders, including the project team, necessary for the assessment of the degree of project outcomes, as well as their compliance with the overall objective of the project.
- Schedule of the appointments (e.g. briefing and debriefing sessions, interviews, and focus groups discussions) and logistical arrangements are responsibility of the expert.
- The evaluator will be in constant cooperation and communication with the program team to ensure appropriate and continuous course of the process.

## **5. Duration and period of implementation of evaluation**

This engagement provides for 15 working days during July – October 2024.

## **6. Deliverables**

- Proposed methodology with refined evaluation questions, data collection tools and final work-plan (To be submitted end of August 2024)
- Presentation of the main findings to Akcija Združenska team (end of September 2024)
- Draft evaluation report (To be submitted October 10<sup>th</sup> 2024)
- Final evaluation report with findings and recommendations in English Language in maximum 20 pages (To be submitted by October 15<sup>th</sup> 2024)

## **7. Required expertise and qualification**

- Experience in conducting evaluations in civil society development and WHR /Gender Equality programs;
- Higher education in social sciences and humanities or equivalent (research background in feminist and/or gender will be considered an asset);
- Experience working with women's civic organizations focusing on WHR and gender equality
- Understanding development programs, strategic plans, work programs, as well as management of civic organizations;
- Experience of program design and theory of change, participatory approaches and stakeholder engagements;
- Excellent analytical and communication skills
- Fluent in i) English and ii) Macedonian (alternatively, interpretation expenses must be included in the budget).

## **8. Proposal content and submission deadline**

- CV, including information on evaluator(s) language skills, country of residence and contact information;
- Outline of the proposal for implementation of the assignment, in accordance with this ToR;
- Financial proposal for the assignment. The total budget should include consultant/s' fees specified as fees per day including taxes, social contributions and VAT if applicable, and all the costs related to the assignment. Contracted consultants cannot further subcontract the assignment. In case the proposal includes a team of evaluators, the division of work should be presented;
- At least 3 References to previous assignments similar to the assignment presented in this ToR;

**The proposal should be sent by July 29<sup>th</sup> 2024 by e-mail to Akcija Združenska, [zdruzenska@t.mk](mailto:zdruzenska@t.mk).**

For any questions and clarifications contact Sonja Hadji Nikolov [sonja.hadjinikolov@zdruzenska.mk](mailto:sonja.hadjinikolov@zdruzenska.mk)