



## Terms of Reference

### Final Evaluation Consultant

#### For Project on

#### **“Promoting Gender Equality and Improving Access to Justice for Female Survivors and Victims of Gender-Based Violence under the Khmer Rouge Regime - Phase II”**

### 1. Background and Context

#### 1.1 Project description

The Extraordinary Chambers in the Courts of Cambodia (ECCC) is a special Cambodian court which receives international assistance through the United Nations Assistance to the Khmer Rouge Trials (UNAKRT). The court currently prosecutes the leaders of the Democratic Kampuchea that ruled the country from 1975 to 1979. One of the major innovations of the ECCC is the enhanced recognition of Victims in its proceedings. Developments of other initiatives dealing with past violations by the civil society and various sections of the ECCC have so far evolved around the Tribunal.

The Victims Support Section (VSS) of the ECCC has been granted a 3-year joint project, *“Promoting Gender Equality and Improving Access to Justice for Female Survivors and Victims of Gender-Based Violence under the Khmer Rouge Regime - Phase II”*, funded by the UN Trust Fund to End Violence Against Women (UNTF) from January 2016 to December 2018 with a local non-governmental organization, namely Transcultural Psychosocial Organization (TPO Cambodia).

The project has been designed to address the crimes of forced marriage committed by the Khmer Rouge (KR) regime and its related issues faced by survivors including psychological illness, lack of public attention to survivors of forced marriage, legal knowledge about ECCC’s proceedings. The goal is to ensure that *“Female Civil Parties of the ECCC, in particular GBV survivors of the Khmer Rouge regime, have access to and satisfied with the transitional justice process and redress by the end of 2018.”*

Since early 2016, the VSS and TPO have carried out a wide variety of activities including gender-sensitivity training, truth-telling events, public forums, radio-call-in shows, vocational training support, civil parties’ participation in the ECCC hearings, legal representation, and general awareness raising on violence against women committed during the Khmer Rouge regime.

#### Primary Beneficiaries:

(1) Female Civil Parties (CPs) participating in the ECCC trial:

Female CPs were identified as the primary target group because they face particularly high obstacles when it comes to involvement in the Transitional Justice (TJ) process, and especially in the court. Overall, almost 4,000 victims have applied for Civil Party status in the ECCC's second trial, but only 3867 were admitted to join the proceedings as Civil Parties. Amongst those admitted, 2200 female CPs are the project's primary beneficiaries.

(2) Victims of gender-based crimes under the KR regime:

The victims admissible on the basis of forced marriage and GBV. These direct victims of gender-based crimes are a particularly vulnerable group of CPs and therefore a core target group the program seeks to engage with. Victims of GBV who are CPs have benefited from the project through logistic support during trial attendance, legal counseling services and gender training, participation in Self Help Groups (SHGs) and access to specialized psychological services.

### **Secondary beneficiaries:**

(1) CP focal persons:

The approximately 150 CP Focal Persons, established by the VSS, are the main point of liaison between the ECCC and CPs who seek participation in the ECCC proceedings. The Focal Persons have benefited from the proposed program through logistic support during trial attendance, legal information services from VSS and Civil Parties Lawyers (CPLs), as well as reinforced specialized training on gender and awareness raising techniques, non-violence communication, and conflict resolution by the VSS, participation in self-help groups and access to specialized psychological services, participation and active engagement in local and national truth-seeking forums, participation in the production and dissemination of audio-visual material on GBV, and increased gender sensitivity of ECCC and NGO staff during outreach and in the proceedings.

(2) Legal professionals of the ECCC:

Legal professionals of the ECCC have benefited from the proposed program through reinforced gender training, the provision of gender guidelines and tools, other gender mainstreaming activities implemented by the established gender focal persons, and improved access to information on gender sensitive TJ practice through access to the program's web platform.

(3) Staff of NGOs and governmental institutions engaged in TJ and gender work:

Staff of NGOs and governmental institutions from both the TJ and the gender fields have benefited through training, sharing of knowledge and experiences, and the collaborative analysis and design of prevention and response strategies to gender related challenges during thematic gender working groups. Staff also benefited from the proposed program through improved access to information on gender sensitive TJ practice through the provision of guidelines and tools, and access to the program's web platform designed as a community of practice.

(4) Cambodian Lawyers/ Legal practitioners

The program aims to extend capacities from the ECCC's experience towards the national judicial system. In doing so, the program has made an important contribution to the ECCC's legacy strategy. Future judicial professionals in particular could greatly learn from the experiences of the ECCC. As such, the VSS has provided training on gender sensitivity to members of the Bar Association of Cambodia and lawyer students/ legal practitioners.

## 1.2 Project strategy

To achieve its goal, the Project has envisaged the following strategies: a) gender-sensitivity capacity building and strengthening, b) improving and strengthening trial attendance, legal literacy and gender knowledge, c) truth-seeking, awareness raising and advocacy, d) improving psychological support for women CP and others GBV survivors and skill training support.

The Project is implemented with the intended ending change in ensuring that Civil Parties are satisfied and healed after a long-awaited justice has been served. To obtain this, we have coordinated them to join the process of finding justice and empower them to meaningfully take part in activities that matter them and their young generation, hoping that they feel the achievement of ending result is a part of their decisions, recommendations and suggestions. The Project has also coordinated the involvements of other actors such as governmental and non-governmental institutions, international communities, lawyers, police, psychologists, religious leaders, and young generation to support GBV survivors and feel empathy toward them, hoping that they feel supportive and dignified in their daily life; and communal stigmatization is reduced/eliminated.

In addition, the Project has been implemented in positive environments under the scheme of the ECCC's judicial and non-judicial reparation, and the support of government's policy to address the negative past legacy of Khmer Rouge regime. Currently, 14 proposed reparation projects in Case 002/02 have been implemented by various VSS/ECCC's partners. The impacts of these projects and those of the current Project have directly or indirectly benefited Civil Parties, some of whom are the Project's first beneficiaries, and produced good environments conducive to positive memory work and survivors' healing.

### The Project goal

Female Civil Parties of the ECCC, in particular GBV survivors of the Khmer Rouge regime, fully enjoy and exercise their transitional justice rights and have access to improve psychological services and rehabilitation by the end 2018.

**Outcome 1:** *ECCC staff, Bar Association members and student lawyers, and NGO partners have better attitudes and behaviours toward the needs of survivors of GBV in order to provide better services.*

**Output 1.1:** Staff of the ECCC and NGOs partners have reinforced and improved knowledge on GBV and can apply it to their work.

**Key activity 1.1.1:** Provide one-day workshop on gender sensitivity in project management for 40 ECCC's and NGOs' staff, and 2 follow-up workshops

**Key activity 1.1.2:** Conduct a one-day workshop on gender-sensitivity in preparing witness and interrogation for 45 ECCC's legal staff and one follow-up workshop.

**Key activity 1.1.3:** Prepare ToRs for gender-focal points, promote their roles, and lobby NGOs partners to establish a gender-focal point.

**Output 1.2:** Bar members and student lawyers have improved knowledge related to gender sensitivity in their specific field of work.

**Key activity 1.2.1:** Conduct a one-day workshop on gender-sensitivity in preparing GBV clients in judicial proceedings for 25 members of the Bar and 2 follow-up workshops.

**Key activity 1.2.2:** Conduct a one-day workshop on gender-sensitivity in preparing GBV clients in judicial proceedings for 55 student lawyers and 2 follow-up workshops.

**Key activity 1.2.3:** Conduct 9 thematic gender workshops for NGOs with the goal to improve knowledge sharing and to assess and develop response strategies to gender related challenges in the TJ process

**Outcome 2:** *Female CPs, particularly GBV survivors of the Khmer Rouge regime, are provided with resources and effective Case Management to ensure that their participation at the court and in relevant activities outside the court is meaningful, their stories are heard, and that they are satisfied with their redress.*

**Output 2.1:** Female Civil Parties and GBV survivors are legally represented and have logistic means to attend trials at the ECCC.

**Key activity 2.1.1:** Provide logistic support for approx. 1500 females CPs and GBV survivors to attend the hearings at the ECCC.

**Key activity 2.1.2:** Support legal representation to female CPs and victims of GBV in the ECCC's proceeding.

**Key activity 2.1.3:** Provide mental support for CPs coming to attend hearings

**Key activity 2.1.4:** Invite female CPs and GBV survivors to attend the Case 002/01 Supreme Court Chamber's verdict announcement, and Case 002/02 Trial Chamber verdict's announcement (180 CPs)

**Output 2.2:** Female Civil Parties and GBV survivors have strengthened legal knowledge in legal proceedings.

**Key activity 2.2.1:** Organize client-lawyer meeting with app. 300 female CPs and GBV survivors for legal up-date, mental health training, trust-building.

**Key activity 2.2.2:** Organize Civil Party National Forum (175 CPs x 4 times)

**Key activity 2.2.3:** Conduct a follow-up training with app. 150 male and female CP representatives (CP focal persons) on GBV under the Khmer Rouge and today, and on the gender-related aspects of the ECCC's laws, policies and action plan, and conflict resolution, non-violent communication, dialogue facilitation, and mental health support.

**Outcome 3:** *General public, communities and government officials have better understanding on GBV during the KR and its link to the current situations; and hence the attitude, behaviours, interventions and policy are improved and sensitive to the needs of GBV victims.*

**Output 3.1:** General public have better understanding on GBV under KR and its link to the present through public information and dialogues.

- Key activity 3.1.1:** Conduct 3 women hearings (truth telling/ mobile exhibitions) and public awareness raising on GBV under the Khmer Rouge and women's rights today
- Key activity 3.1.2:** Conduct a regular nationwide radio program on GBV under the Khmer Rouge, experiences of women and men who combat GBV, the progress of legal proceedings by the ECCC, and its implications for gender issues in Cambodian society today.
- Key activity 3.1.3:** Create and maintain social media networks (such as Twitter, Facebook) to upload materials of GBV during the Khmer Rouge regime

**Output 3.2:** Relevant government institutions are better aware on GBV during the KR and its link to the present, and pay more attention on the issues.

- Key activity 3.2.1:** Meet with relevant government's institutions to have discussions on the GBV during the Khmer Rouge and its link to the present situations of GBV in Cambodia.
- Key activity 3.2.2:** Join meetings/ discussions about GBV to respond to CEDAW Concluding Observation, and write progress reports about ECCC's activities related to GBV during KR
- Key activity 3.2.3:** Support and join International 16-Day Campaign on Violence Against Women (VAW)
- Key activity 3.2.4:** Empower GBV survivors and support them to speak in public events
- Key activity 3.2.5:** Organize and celebrate International Women's Day on 8 March at the ECCC, and raise specific GBV issues for discussions on that day.

**Output 3.3:** Information on GBV under the KR, women's rights and "good practice" examples for gender sensitive transitional justice measures are documented and accessible to public.

- Key activity 3.3.1:** Maintain and upgrade the existing GBV website
- Key activity 3.3.2:** Do translation of documents, videos and films related to GBV during the KR
- Key activity 3.3.3:** Produce outreach materials and printing documents (1 videos of women hearings, 1 video of project achievement, 1 video spot, 20 posters, 1 flyer, 1 brochure)
- Key activity 3.3.4:** Conduct film outreach at the community level and make filming during the outreach activity
- Key activity 3.3.5:** Conduct research on "Idiom Stress", document best practices and lessons learned, and conduct national workshop to disseminate information.

**Outcome 4:** *Psychological well-being and mutual support among victims of GBV and female CPs are improved.*

**Output 4.1:** Resource persons are identified, selected and trained on basic mental health.

- Key activity 4.1.1:** Conduct need assessment to identify key resource person in the targeted community
- Key activity 4.1.2:** Provide training on basic mental health, mental health first aid and basic legal information to 100 CRPs
- Key activity 4.1.3:** Provide training on basic mental health, the provision of gender guideline to 20 legal professional/ support staff and 2 follow-up trainings
- Key activity 4.1.4:** Provide training and in-house follows-up to 8 psychologists by Senior clinical advisor

**Output 4.2:** Female CPs and victims of GBV have better psychological health through trauma treatment services including testimonial therapy, self-help group, hotline counseling, and psychiatric treatment.

**Key activity 4.2.1:** Conduct community-based Self Help Group.

**Key activity 4.2.2:** Provide psychiatric and medical treatment to female CPs and Victims of GBV and telephone counseling.

**Key activity 4.2.3:** Provide testimonial therapy to female CPs and GBV survivors.

**Output 4.3:** 100 families (survivors or their children) have better means to support their living.

**Key activity 4.3.1:** Provide financial support for skills training to poor families receiving psychological treatment and facilitate with micro-credit institution for small credit/ grant to start-up business

### ***1.3 Project geographic context***

The project has been implemented nationwide, especially in selected areas of direct beneficiaries in Phnom Penh and another 23 provinces including Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Speu, Kampong Thom, Kampot, Kandal, Kep, Koh Kong, Ratanakiri, Kratie, Mondulakiri, Odor Meanchey, Pailin, Preah Vihea, Prey Veng, Pursat, Siem Reap, Sihanoukville, Stoeng Treng, Svay Rieng, and Takeo.

### ***1.4 Total resources allocated for the interventions***

The total budget is 1,233, 402 USD, of which 999, 939 USD is supported by the UNTF and 233, 463 USD is a counterpart contribution from VSS with regard to support positions, office space, computers, electricity, water and security.

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

- Extraordinary Chambers in the Courts of Cambodia (ECCC)
- Transcultural Psychological Organization (TPO)
- UN Women – Cambodia
- Bophana Audio Center
- University of South East Asia – Siem Reap
- Cambodian University of Specialist (CUS) – Phnom Penh
- Build Bright University - Takeo
- Royal University of Phnom Penh
- Ministry of Women’s Affairs/ Cambodian National Council for Women
- Department of Education – Siem Reap
- Department of Education – Koh Kong

## 2. Purpose of the Final Evaluation

This is a mandatory final project evaluation required by the UN Trust Fund to End Violence against Women. The evaluation will provide an assessment of the project implementation and identify and document best practices and lessons learnt.

The evaluation needs to evaluate the entire project with a strong focus on assessing results (i.e. project goal, outcomes and outputs) and impacts of the project.

The final project evaluation aims to assess the progress made towards the achievement of the overall and specific objectives based on the project proposal, current data and direct observation; as well as to identify gaps and lessons learned.

The results will be used to inform the direction of any continuing or new activities of the project partners, and to provide evidence for funding proposals to support such activities.

Some target audiences for evaluation report include the following;

-The VSS and TPO: After the Project come to an end, the implementers might start a new Project by building upon the success that have been made.

-The VSSS/ECCC's reparation implementing partners: These partners are implementing their projects nationwide; and should initiate new project in the future to help survivor of KR, including those GBV.

-Current reparation donors, especially those funding memory work and human development: Members of Project Appraisal Committee should know the real situations of human issues in Cambodia and assess whether projects to be funded were well consulted and informed during the stage of design.

-Cambodian National Council for Women: The report will also be sent to the Council for information when they write a Country Report for UN CEDAW committee and other national action plans.

The contacts of individuals and institutions met by the Consultant should be shared with the VSS for the purpose of disseminating and sharing knowledge at a later stage.

## 3. Evaluation Objectives and Scope

### 3.1 Scope of Evaluation:

The focus and scope of the evaluation shall be determined based on the five (5) evaluation criteria and key evaluation questions.

- **Timeframe:** This evaluation shall cover the entire project duration.



- **Geographical Coverage:** Phnom Penh, Banteay Meanchey, Battambang, Kampong Cham, Kampong Chhnang, Kampong Speu, Kampong Thom, Kampot, Kandal, Kep, Koh Kong, Ratanakiri, Kratie, Monduliri, Odor Meanchey, Pailin, Preah Vihea, Prey Veng, Pursat, Siem Reap, Sihanoukville, Stoeng Treng, Svay Rieng, and Takeo.
- **Target Groups:** Primary beneficiaries: Approximately 2000 female Civil Parties before the ECCC, particularly those suffered from sexual and gender-based violence during the Khmer Rouge regime.

During the Khmer Rouge regime, people regardless of sex and social and economic status were subjected to forced labour. They were intimidated, tortured and imprisoned or killed if they had poor work performance or did not respect the orders of Khmer Rouge.

Several men and women were forced to get married in mass ceremonies and spied on during first nights if they consummated their marriages before they were separated to work on fields again. In many cases of forced marriages, dead threats were made; violence was used or killings could be carried-out in the case of refusing to the arrangement of marriages.

### **3.2 Objectives of Evaluation:**

The overall objectives of the evaluation are:

- 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 goal levels;
- To determine if the results contribute to the project's overall goal
- To generate key lessons and identify promising practices for learning;
- To determine the project's achievements and gaps;
- To provide best practices/recommendations that may be used in future programming and strategy;

## **4. Evaluation Questions**

The key questions are made in relation to the five (5) evaluation criteria as the following:

- **Relevance:** whether the project goal and outcomes are in line with the needs and aspirations of the beneficiaries, and with the policy environment of the project.
- **Impact:** whether there has been a change toward the achievement of the project goal as a consequence of the achievement of the project outcomes. Both intended and unintended impacts are reviewed.
- **Effectiveness:** the degree to which achieving outputs and outcomes of the project will contribute to the achievement of the project goal.
- **Efficiency:** the relationship between the results and means i.e. whether the process of transforming the means into results has been cost-effective and timely.
- **Sustainability:** the degree to which the benefits produced by the project continue after the external assistance has come to an end.



The key questions that need to be answered by this evaluation include the following, divided into five categories of analysis of overall evaluation criteria as described above:

Evaluation Criteria	Mandatory Evaluation Questions
Effectiveness	<ol style="list-style-type: none"> <li>1) To what extent were the intended project goal, outcomes and outputs achieved and how?</li> <li>2) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?</li> <li>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.</li> <li>4) Have the project's achievements contributed to the objectives of any national plans, policies, strategies? How?</li> <li>5) To what extent has the Project helped other similar projects make impacts on Civil Parties? How?</li> <li>6) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?</li> </ol> <p><b><i>Alternative questions focusing on the policy level:</i></b></p> <ol style="list-style-type: none"> <li>7) To what extent was the project successful in advocating for legal or policy change? If it was not successful, explain why.</li> <li>8) In case the project was successful in setting up new policies and/or laws, is the legal or policy change likely to be institutionalized and sustained?</li> </ol>
Relevance	<ol style="list-style-type: none"> <li>1) To what extent were the project goal, strategy and activities, as originally conceived, relevant in responding to the needs of female survivors affected by gender-based violence under the Khmer Rouge?</li> <li>2) To what extent were the achieved results (project outcomes and outputs) relevant to the needs of female survivors affected by gender-based violence under the Khmer Rouge?</li> <li>3) Are there any other issues/ needs of survivors that need to be addressed, if the project is implemented further in the next phase; and how these can be realized.</li> <li>4) What human issues, especially related to GBV survivors of KR and their children, that current development projects should be aware of when implemented in Cambodia?</li> </ol>

<b>Efficiency</b>	<ol style="list-style-type: none"> <li>1) How cost efficient was the project in terms of financial investment and outcome?</li> <li>2) Was the project implemented in a timely manner, in accordance with the Project Document?</li> <li>3) How efficient were management and coordination for the project?</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1) How are the achieved results going to be sustained after this project ends, especially the positive changes generated by the project in the lives of GBV survivors of Khmer Rouge at the project goal level?</li> <li>2) What elements of the project (in order of priority) should continue if further funding becomes available?</li> </ol>
<b>Impact</b>	<ol style="list-style-type: none"> <li>1) What unintended consequences (positive and negative) resulted from the project, for stakeholders and project partners?</li> </ol>
<b>Knowledge Generation</b>	<ol style="list-style-type: none"> <li>1) What are the key lessons learned that can be shared with other practitioners on ending violence against women and girls?</li> <li>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?</li> <li>3) What documentation of project activities, new knowledge and practice has been conducted?</li> </ol>

## 5. Evaluation Methodology

To address the evaluation criteria and answer the key evaluation questions, analyze the data, interpret the findings, and report results, the evaluation will need to adopt a mixed methods approach (methodologies that combine both qualitative and quantitative research techniques). The Consultant is expected to propose his/her methodology for the evaluation which should include, but not limited to:

- 1) **Proposed evaluation design:** It must detail a step-by-step plan of work that specifies the methods the evaluation will use to collect the information needed to address evaluation criteria and answer the evaluation questions, analyze data, interpret the findings, and report the results.
- 2) **Data sources:**
  - **Primary Data:** These data consist of the reported or observed values, beliefs, attitudes, opinions, behaviors and motivations and knowledge of stakeholders that should be obtained through questionnaires, surveys, interviews, focus groups, key informants, expert panels, direct observations and case studies. Our stakeholders include Civil Parties, ECCC, Civil Society partners, and donors, etc.
  - **Secondary Data:** These data should be collected from documentary evidence that has direct relevance for the purposes of the evaluation. The documentary information can be obtained from the monitoring database created by the VSS, the project Facebook and website (<http://gbvkr.org/>), documentary videos, national and international

reports, ECCC documents, nationally/internationally-published reports, project plans, monitoring, and mid-term evaluation.

**3) Proposed data collection methods:**

The Consultant is flexible in deciding methods and tools to be used to collect quantitative and qualitative data as long as they permit the disaggregation of data and the aggregation of response across respondents conveniently. However, a combination of suggested tools should be used, including interview questionnaire, focus group discussion, and observation.

Instruments to be used for collecting data should be discussed with direct supervisor beforehand, and they should be translated in a language that is easily understood by respondents. Before beginning the fieldwork, it is essential to pre-test them carefully.

**4) Analysis of data:** How the information collected will be organized, classified, inter-related, displayed and compared relative to the evaluation questions, including what will be done to include multiple sources, especially those that provide data in narrative form and any statistical method that will be used to present the data. Possible challenges and limitations should be described. The analysis plan should be written together with data collection methods and instruments.

**5) Proposed sampling methods:** Sampling strategy should be planned carefully. Qualitative and quantitative methods should be used based on the needs to obtain correct information from target groups. Sampling for quality should be selected with flexibility so as the questions at hand could be elucidated. The sampling for quantity is suggested to be a simple random. The Consultant(s) is required to discuss with the VSS carefully in terms of using specific statistic technics to ensure that every individual who meets certain eligibility criteria has an equal probability of being included in the evaluation exercise.

**6) Field visits:** At least visit 2 provinces amongst geographical areas mentioned in 1.3, where activities of testimonial therapy, mobile exhibition, and self-help group have taken place. The Consultant(s) is required to discuss with the VSS when selecting the provinces to conduct field work.

VSS staff will assist the Consultant in organizing workshops and/or focused group discussions, provide contact details, and facilitate meetings with relevant court officials and other stakeholders.

The detailed methodologies should be discussed and finalized in consultation with evaluation stakeholders and the Consultant when he/ she comes on board.

## 6. Evaluation Ethics

The evaluation must be conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) “Ethical Guidelines for Evaluation” available at <http://www.unevaluation.org/ethicalguidelines>.

It is imperative for the evaluator(s) to:

- Guarantee the safety of respondents and the research team.
- Apply protocols to ensure anonymity and confidentiality of respondents.
- Select and train the research team on ethical issues.
- Provide referrals to local services and sources of support for women that might ask for them.
- Ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and youth.
- Store securely the collected information.

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

- 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)
- 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. [www.svri.org/EthicalRecommendations.pdf](http://www.svri.org/EthicalRecommendations.pdf)
- 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)
- 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

The final evaluation report must be written and submitted in English.

	Deliverables	Description of Expected Deliverables	Timeline of each deliverable (date/month/year)
1	Evaluation inception report	Evaluators must submit an inception report for review and comments by all parties (including the	Please see No 10: Timeline of the

	(language of report: in English that is comprehensible to non-native speakers)	<p>Advisory Group). The inception report provides the grantee organizations (VSS &amp; TPO) and the evaluator 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 evaluator <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 specified in the annex of the TOR.</p>	entire evaluation process
2	<b>Draft evaluation report</b> (language of report: in English that is comprehensible to non-native speakers)	<p>Evaluators must submit draft report for review and comments by all parties involved (VSS &amp; TPO). The report must meet the minimum requirements specified in the annex of TOR.</p> <p>The grantee (VSS &amp; TPO) and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.</p>	
3	<b>Final evaluation report</b> (language of report: in English that is comprehensible to non-native speakers)	<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 relevant stakeholders and the general public.</p>	

## 8. Evaluation Team Composition and Required Competencies

Qualified evaluator 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 project.

The evaluator will be responsible for undertaking the evaluation from start to finish. He/she can create and manage his/her own team. He/she will be managed by an Evaluation Task Manager from

the VSS with regard to the data collection and analysis, as well as the preparation of a draft report and finalization in English.

The evaluator should have the following skills and knowledge:

**Skills:**

- At least five (5) years’ experience in conducting external project evaluations using mixed-methods, including use of non-traditional and innovative evaluation methods
- Expertise in gender and human rights-based approaches to evaluation
- Specific evaluation experiences in the area of ending violence against women and girls
- Experience in collecting and analyzing quantitative and qualitative data
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and report
- Strong team leadership and management track record.
- Good interpersonal and communication skills, an ability to communicate with various stakeholders, and an ability to express ideas and concepts concisely and clearly.

**Knowledge:**

- In-depth knowledge of gender equality and women’s empowerment, and issues of violence against women and girls.
- Regional/country experience and knowledge: in-depth knowledge of Cambodia, especially about the ECCC and transitional justice.
- Language proficiency: fluency in English; knowledge of Khmer language is an advantage.

## 9. Management Arrangement of the Evaluation

Management arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective management of evaluation process.

Name of Group	Role and responsibilities	Actual name of staff responsible
<b>Evaluation Team</b>	External evaluator(s)/consultant(s) to conduct an external evaluation based on the contractual agreement and the Terms of Reference, and under the day-to-day supervision of the VSS Chief/his representative.	External evaluator(s)
<b>Evaluation Task Manager</b>	The VSS Chief/his representative to manage the entire evaluation process under the overall guidance of the senior management, to: <ul style="list-style-type: none"> <li>• lead the development and finalization of the evaluation TOR in consultation with key stakeholders and senior management;</li> <li>• manage the recruitment of external evaluator(s);</li> <li>• lead the collection of the key documents and data to be shared with the evaluators at the beginning of the inception stage;</li> </ul>	Mr. Hang Vannak, Chief of VSS

	<ul style="list-style-type: none"> <li>• 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>• provide administrative and substantive technical support to the evaluation team and work closely with the evaluation team throughout the evaluation;</li> <li>• lead the dissemination of the report and follow-up activities after finalization of the report</li> </ul>	
<b>Commissioning Organization</b>	Senior management of the VSS who commissions the evaluation is responsible for: 1) allocating adequate human and financial resources for the evaluation; 2) guiding the evaluation manager; 3) preparing responses to the recommendations generated by the evaluation.	Senior Management of the VSS
<b>Reference Group</b>	Primary and secondary beneficiaries, partners and stakeholders of the project to provide necessary information to the evaluation team and to review the draft report for quality assurance.	<p>Primary beneficiaries: SGBV survivors, female Civil Party in Case 002.</p> <p>Secondary beneficiaries: Civil Society organizations, ECCC legal officers, lawyers, prosecutors, judges, National and International Women Focal Points, community-based members, students, and community at large.</p>
<b>Advisory Group</b>	A focal point from the UN Women Regional Office and the UN Trust Fund Portfolio Manager to review and comment on the draft TOR and the draft report for quality assurance and provide technical support if needed.	<p>-Lorna Mesina-Husain, Portfolio Manager of Asia and the Pacific Region &amp; Special Window on Forced Displacement and Refugees UN Trust Fund to End Violence against Women</p> <p>- Mr. Vutha Phon, National Programme Officer- VAW, UN Women in Phnom Penh</p> <p>- Gemma Wood, Manager of Monitoring, Evaluation and Knowledge Management UN Trust Fund to End Violence against Women.</p>



## 10. Timeline of the Entire Evaluation Process

The consultancy is expected to take 50 working days, starting from 14 September to 31 December 2018

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe (dd/mm/yyyy - dd/mm/yyyy)
<b>Preparation stage</b>	Prepare and finalize the TOR with key stakeholders	Commissioning organization and evaluation task manager	15 days	01-15 July 2018
	Compile key documents and existing data		15 days	16-30 July 2018
	Recruit of external evaluator(s)		30 days	01-30 August 2018
<b>Inception stage</b>	Briefings and orientation of the evaluators	Evaluation task manager	1 day	03 Sept 2018
	Desk review of key documents	Evaluation Team	5 days	14-20 Sept 2018
	Finalize the evaluation design and methods (including pretest questionnaire)	Evaluation Team	4 days	21-27 Sept 2018
	Prepare an <b>inception report</b>	Evaluation Team	2 days	28 Sept-1 Oct 2018
	Review inception report and provide feedback	Evaluation Task Manager, Reference Group and Advisory Group	2 days	2-3 Oct 2018
	Submit final version of <b>inception report</b>	Evaluation Team	1 day	4-5 Oct 2018
<b>Data collection and analysis stage</b>	Desk research	Evaluation Team		
	In-country technical mission for data collection (visits to the field, interviews, questionnaires, etc.)	Evaluation Team	20 days	11 Oct – 12 Nov 2018
<b>Synthesis and reporting stage</b>	Analysis and interpretation of findings	Evaluation Team	9 days	13 – 28 Nov 2018
	Prepare a <b>draft report</b>	Evaluation Team		
	Review of the draft report with key stakeholders for quality assurance	Evaluation Task Manager, Reference Group, Commissioning Organization Senior	7 days	29 Nov – 7 Dec 2018

		Management, and Advisory Group		
	Consolidate comments from all the groups and submit the consolidated comments to evaluation team	Evaluation Task Manger	2 days	11-12 Dec 2018
	Incorporate comments and revising the evaluation report	Evaluation Team	2 days	13-14 Dec 2018
	Submission of the <b>final report</b>	Evaluation Team		
	Final review and approval of report	Evaluation Task Manager, Reference Group, Commissioning Organization Senior Management, and Advisory Group	2 days	17-18 Dec 2018
<b>Executive Summary of the Evaluation Report</b>	Evaluators are required to produce a stand-alone executive summary highlighting the key results and impacts along with the findings and recommendations for sustainability and scaling-up of activities	Evaluation Team	5 days	19-24 Dec 2018
<b>Dissemination and follow-up</b>	Publishing and distributing the final report	Commissioning Organization led by evaluation manager	2 days	25-26 Dec 2018
	Prepare management responses to the key recommendations of the report	Commissioning Organization Senior Management	2 days	27-28 Dec 2018
	Organize learning events (to discuss key findings and recommendations, use findings for planning future projects, etc.)	-Commissioning Organization led by evaluation manager -Evaluation Team	1 day	31 Dec 2018

## 11. Budget

The budget for the final evaluation is USD30, 000 with the following breakdown:

No.	Description	Unit	No. of Units	Rate per Unit	Amount requested
1	Consultant Fees	Day	50	\$ 450.00	\$ 22,500
2	Accommodation	Night	51	\$ 80.00	\$ 4080
3	Airfare/Printing and translation report/ Dissemination workshop	Package			\$ 3060
4	Other costs (such as local travels, telephone.....)				\$ 360
	<b>TOTAL</b>				<b>\$ 30,000.00</b>

### Payment Schedule (based on deliverables):

- 30% upon submission of a final inception report (including work-plan and timeline)
- 30% upon submission of the first draft report
- 40% upon submission of final report

## 12. Annexes

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

- Extraordinary Chambers in the Courts of Cambodia (ECCC)
- Transcultural Psychological Organization (TPO)
- UN Women – Cambodia
- Bophana Audio Center
- Kdei Karuna (KdK)
- University of South East Asia – Siem Reap
- Royal University of Phnom Penh
- Ministry of Women’s Affairs/ Cambodian National Council for Women
- Department of Education – Siem Reap
- Department of Education – Koh Kong
- Handa Center
- Other organizations to be suggested by consultants

### 2) Individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information:

- Mr. Julian Poluda, Mid-term evaluator, “Promoting Gender Equality and Improving Access to Justice for Female Survivors and Victims of Gender-Based Violence under the Khmer Rouge Regime”, Cambodia, January 2014
- Dr. Theresa de Langis, Ph.D, Researcher

- Ms. Kasumi Nakagawa, Professor, Pannasastra University of Cambodia
- Mr. Phon Vutha, National Programme Officer
- Lok Chomteav BUNCHHITH Veasna, Secretary General of Cambodian National Council for Women (CNCW)
- Mrs. TE Vouchlim, Director of Planning & Statistics Department of Ministry of Women's Affairs

**3) Suggested sites to be visited:**

- Extraordinary Chambers of the Courts of Cambodia, and project partners' offices
- Project sites: Prey Veng, Kampong Chhnang, Kandal, Kampong Cham, Kampong Thom, Siem Reap, Koh Kong

**4) Documents to be consulted:**

- CDP: The Past and the Present of Forced Marriage Survivors, October 2012
- Mid-term evaluation of the VSS's current GBV project 01/01/2016 - 30/10/2017
- ECCC: Closing Order of Case 002 and related documents
- Press release "Trial Chamber Defines Scope for Trial in Case 002/02" on 7 April 2014
- Print media and recorded videos related to hearings on forced marriage
- Katrina Natale: "I Could Feel My Soul Flying Away from My Body" November 2011
- Video documentaries produced by the Project
- Other documents to be discussed with consultant

**5) Structure of Inception Report**

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 *[please specify the evaluation is designed from: 1) post-test<sup>3</sup> only without comparison group; 2) pre-test and post-test without comparison group; 3) pre-test and post-test with comparison group; or 4) randomized control trial.]*

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

**11) Evaluation Matrix** [see Annex 4A for the template]

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 [see No. 6) Section 4.4 of this guideline document])

## **6) Structure of 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**

[A standalone synopsis of the substantive elements of the evaluation report that provides a reader with a clear understanding of what was found and recommended and what has been learnt from the evaluation. It includes]:

- 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**

[The project being evaluated needs to be clearly described. Project information includes]:

- 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**

## **12. Findings and Analysis per Evaluation Question**

## **13. Conclusions**

## **14. Key recommendations**

## **15. Annexes (mandatory)**