

Terms of Reference

of the

Final Independent Project Evaluation

Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children

Project number XASV23

UNODC Regional Office for Southern Africa (ROSAF)
Pretoria, South Africa

July 2019

Contents

	<i>Page</i>
I. Background and Context	3
II. Disbursement History	10
III. Purpose of the Evaluation	11
IV. Scope of the Evaluation	12
V. Key Evaluation Questions	12
VI. Evaluation Methodology	14
VII. Timeframe and Deliverables	16
VIII. Evaluation Team Composition	19
IX. Management of the Evaluation Process	19
X. Payment Modalities	21
ANNEX I. Terms of Reference for Evaluators	22
ANNEX II. List of background documents for the desk review	34
ANNEX III. List of Sustainable Development Goals and Targets	36
ANNEX IV. List of stakeholders	37

I. BACKGROUND AND CONTEXT

Project number:	XASV23
Project title:	Support project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence Against Women and Children
Duration of contract	25 July 2019-December 2019
Location:	SADC Region
Linkages to Country, Regional and Thematic Programmes:	Sub programme 5 (Justice). Regional Programme Pillar II: Criminal Justice and Integrity, Outcome 1: Countries of the Southern African region reform criminal justice systems in accordance with UN standards and norms in crime prevention and criminal justice, and recognized good practices
To which UNDAF ¹ is the project/programme linked to (if any)	Criminal Justice and Integrity
Executing Agency:	UNODC Regional Office for Southern Africa (ROSAF)
Partner Organizations:	South African Development Community (SADC) Secretariat
Total Approved Budget:	
Total Overall Budget	
Donors:	Austrian Development Agency
Project Manager/ Coordinator:	Dr Linda Naidoo, National Project Officer-GBV
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final)	Final Independent Project Evaluation of phase I of the project, 18 July 2019 – 13 September 2019 (end of field mission)
Time frame of the project covered by the evaluation:	25 July 2012- 13 September 2019 (end of field mission)
Geographical coverage of the evaluation:	Namibia and Lesotho (the two focus countries out of the five SADC Member States addressed in this project: Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe)
Budget for this evaluation in USD:	\$ 25 000 (inclusive of 2 travels)
Number of independent evaluators planned for this evaluation ² :	Two
Type and year of past evaluations (if any):	None

¹ United Nations Development Assistance Framework

² Please note that the minimum for any UNODC evaluation is two independent evaluators, i.e. one lead evaluator and one team member.

Core Learning Partners ³ (entities):	UNODC HQ; Donor; UNODC Field; Implementing Partners e.g. SADC Gender Unit and Office of the Prosecutor General
---	--

³ The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Project overview and historical context

Gender-based violence (GBV) is rooted in socio-economic inequality. It can take many forms, and can include physical, emotional and sexual abuse. While both men and women can suffer from gender-based violence, it is predominantly women and children of both sexes that fall victim to it. The most pervasive form of gender-based violence is violence committed against a woman by her partner. Many cultures have beliefs, norms and social institutions that legitimize and therefore perpetuate violence against women. Around the world, statistics shows that as many as one in every three women has been beaten, coerced into sex, or abused in some other way — most often by someone she knows, including by her husband or another male family member. Similarly, in the South African Development Community (SADC) region there are major concerns on the high levels of gender-based violence. SADC GBV Unit considers gender-based violence as a critical area of concern and has finalized the Regional Strategy on GBV in 2018.

The United Nations Office on Drugs and Crime (UNODC) is mandated to promote crime prevention and criminal justice responses to violence against women, in line with relevant international standards and norms adopted by the General Assembly, in particular the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice,⁴ as well as the Convention on the Elimination of all Forms of Discrimination Against Women and other relevant instruments.

Through the Criminal Justice and Integrity Pillar of its Regional Programme for Southern Africa (2013-2020), UNODC has implemented projects to strengthen the criminal justice institutions in the region by improving the effectiveness of investigation, prosecution, access to justice with focus on the needs of women and children. The project to be evaluated, XASV23, implemented by UNODC Regional Office for Southern Africa (ROSAF), commenced in 2012 for a duration of eight years (until December 2019) and was funded by Austrian Development Agency with an overall budget of \$2,632,684.00.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism, as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children.

The implementation of XASV23 was based on the findings of the assessment on Gender-based violence in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans. Based on the funding available (hence Namibia and Lesotho prioritised), the project introduced a phased approach to allow implementation of funded priority activities in Phase 1 (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the

⁴ A/Res/65/228, annex. See also the Declaration on the Elimination of Violence against Women, 1993, A/Res/48/104.

current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

To date, the following achievements are noted:

REGIONAL ACTIVITIES

1. UNODC supported the SADC Secretariat with the process of developing a Regional GBV Strategy. The finalised strategy was signed off by the relevant member state Ministers in July 2018.
2. Situational country assessments were conducted in five countries: Namibia, Lesotho, Mozambique, Zimbabwe, Swaziland. The donor indicated that two countries viz, Lesotho and Namibia would be chosen for GBV implementation.

LESOTHO

1. Provided technical assistance in the drafting of the Domestic Violence Bill order to align violence against women responses to international legal frameworks

NAMIBIA

1. Assisted in advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts, as a result of which information pamphlets and mass marketing of slogans on buses were developed. A video of a mock trial was produced based on a typical Namibian case of GBV.
2. UNODC supported Lifeline/Childline Namibia in optimizing the hotline system for victims of GBV. The optimized call-centre and database, has been updated with the most updated technology, to improve the efficiency and effectiveness of the national, toll-free, call-centre. Key outcomes of this newly optimized database entails (1) an improved and expanded data collection process, (2) improved availability of data to inform effective programming, (3) synchronized reporting of data for all the incoming telephone lines, which will strengthen the referral mechanisms, and (4) identification of gaps in service delivery, thus ensuring quality case management.
3. The National Standard Operating Procedures (SOPs) for the inter-agency referral system, was developed with the assistance of a National Consultant, and in partnership with UNICEF Namibia.
4. Criminal justice officials were trained on the management of gender-based violence. Five train-the-trainers' workshops, led by NAMPOL and the Prosecutor General's office were conducted in five locations in the country, including Keetmanshoop (22 – 28 January 2018, with 34 participants); Swakopmund (12 -16 February 2018, with 35 participants); Gobabis (on 5-9 March, with 34 participants); Otjiwarongo (on 4-8 June 2018 with 35 participants); Windhoek (2-6 July, with 29 participants). The 138 multidisciplinary practitioners service providers were selected from the health, justice, police and social welfare sectors.

Main challenges during implementation

In Namibia, the project has had many achievements in several areas, such as the renovation of the One Stop Centre in Khomas, the implementation of multisectoral trainings in all regions, the optimisation of the National Tollfree Gender based Violence line, the drafting of the Domestic Violence Bill, the drafting of the Standard Operating Procedures and the development of materials for awareness programmes.

However, some project activities were delayed due to the additional time which was needed for the decision-making authorities to agree on the model for the One-stop Centre to be supported in Namibia. For instance, the renovations of the One-Stop Centre was only initiated in the latter of 2018, once the Namibian police agreed to spearhead the project.

In Lesotho, the political instability affected the finalisation of the Domestic Violence Bill, which has still not been passed by cabinet. The drafting of the Domestic Violence Bill was the only activity chosen for implementation in Lesotho.

Project documents and revisions of the original project document

	Year	Please provide general information regarding the original project document.
Project document	2012	Original Project Document indicating project duration of one year.

Project revision ⁵	Year	Reason & purpose (max. 2 sentences per revision)	Change in (please check)
1	2013	To provide for an extension phase, with additional funding received	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe
2	2015	The revision proposed an extension in project duration until March 2018, based on the findings of the assessment on GBV in 5 SADC member states and subsequent action plans.	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe <input type="checkbox"/> Log frame
3	2018	Project revision was requested as activities were delayed, and timeframes had to be extended, due to challenges experienced in Namibia and Lesotho- due to political instability and re-prioritising of activities	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe <input type="checkbox"/> Logframe

Main objectives and outcomes

Objective of the project/programme (as per project document/revision):

Objective:	To contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.
------------	--

⁵ Please add further rows as needed

Performance indicators:	Finalized regional programme implementation programme Number of countries reached in the Region with regards to GBV implementation
-------------------------	---

Outcomes of the project/programme (as per project document/revision)

Outcome 1:	The joint SADC-UNODC Regional Programme is finalized and made operational.
Performance indicators:	Finalized regional programme document approved by EXCOM by second quarter 2012.
Outcome 2:	The Regional Programme's sub-programme on gender-based violence and empowerment of victims is implemented
Performance indicators:	Number of GBV Protection Units refurbished Availability of SOPs for referral of victims of GBV Number of booklets of Guidelines for Prosecutor -led investigation of GBV cases printed Availability of new server for GBV hotline Number of GBV campaigns supported Mock trial video
Outcome 3:	The preparation for the implementation of sub programme 2, component E of the Regional Programme framework, related to 'gender-based violence', is finalised and activities in at least 4 SADC member states have been prioritized
Performance indicators:	Agreement reached with at least 4 SADC member states for implementation of relevant training activities by third quarter of 2012.
Outcome 4:	Training/capacity building to promote effective police responses to violence against women and children implemented.
Performance indicators:	One regional and at least 4 national workshops were held. - Number of trainings
Outcome 5:	Provision of legal assistance in order to align violence against women responses to legal frameworks
Performance indicators:	Availability of Domestic violence law for Lesotho in line with international instruments
Outcome 6:	Situational Assessment of the SADC member states with regards to criminal justice outcomes
Performance indicators:	One regional workshop One final report on the situational assessment related to criminal justice systems

Contribution to UNODC's country, regional or thematic programme

Contribution to the following UNODC country and regional programmes:

XASV23 was implemented under the Regional Office for Southern Africa's strategic framework for implementation – that is the joint SADC-UNODC Regional Programme. It aimed to support SADC countries to respond to the evolving threats and challenges related to crime, drugs, gender-based violence, terrorism in all its manifestations. The Regional Programme is divided into three substantive pillars namely: Pillar I: Countering Illicit Trafficking and Organised Crime; Pillar II: Criminal Justice and Integrity; and Pillar III: Improving Drug Abuse Prevention, Treatment and

Care, and HIV Prevention, Treatment and Care for People Who Use Drugs, including Injecting Drug Users and in Prison Settings. XASV23 contributed towards Pillar II. The main objective of the project was:

To contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victim’s crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims

Contribution to the following thematic programme(s):

XASV23 contributed to the following thematic programmes: Crime Prevention and Criminal Justice Reform, Action against Transnational Organized Crime and Illicit Trafficking (2011-2013), Corruption (2012-2015), and Addressing Health and Human Development Vulnerabilities in the context of Drugs and Crime 2009-2011.

Linkage to UNODC strategic framework, UNDAFs and to Sustainable Development Goals

The proposed activities fall under the joint UNODC-SADC Regional Programme,” Making the SADC Regional Safer from Crime and Drugs”, Substantive Pillar II: Criminal Justice and Integrity. Because of the anticipated result of preventing violence against women and children, the proposed activities promoted the objectives of most international treaties and standards dealing with GBV/VAWC.

The relevant treaties include the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, UN Convention on the Rights of the Child.

The relevant UN standards and norms include United Nations Declaration on the Elimination of Violence against Women (1993); Updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice (1997/2010); Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime (2005); United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice (2014); as well as Sustainable Development Goals.

Notably SDG 5 which amongst others seeks to eliminate violence and discrimination and SDG 16 which is about the provision of access to justice for all and to the building of effective, accountable and inclusive institutions at all levels are very relevant. The proposed activities were also aligned with the SADC Protocol on Gender and Development (2008).

The Project/Programme contributed to the following Sustainable Development Goals, Targets and Performance Indicators:

Relevant UN Sustainable Development Goals ⁶	Target(s)	Indicator(s) ⁷
--	-----------	---------------------------

⁶ All SDGs and targets can be found here: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>
⁷ All SDG indicators can be found here: https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework_A.RES.71.313%20Annex.pdf

5- Achieve Gender Equality and Empower women and girls	5.1	5.1.1
	5.2	5.2.1
	5.3	5.2.2
	5.6	5.6.2
16-Promote Peaceful and Inclusive Societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.1	16.1.3
	16.2	16.2.1
	16.3	16.3.1
	16.6	
	16.10	

Moreover, the Project/Programme contributed to the following UNDAF goals:

- Development of capacities of national institutions
- Fostering multi-disciplinary approaches to development
- Provision of technical expertise and policy analysis and advisory support
- Strengthening knowledge generation and management, and sharing of best practices
- Facilitating south-south cooperation

II. DISBURSEMENT HISTORY

<u>Time periods throughout the life time of the project</u>	Total Approved Budget	Expenditure	Expenditure in %
25/07/2012-31/12/2019	\$ 3,356,185	\$3,356,185	100%

<u>Time period that will be covered by the evaluation</u>	Total Approved Budget	Expenditure	Expenditure in %
25 July 2012-13 September 2019 (end of field mission)	\$3,356,185	\$3,020,566	90%

III. PURPOSE OF THE EVALUATION

This final Independent Project Evaluation will be undertaken in line with UNODC evaluation norms and standards and those of the United Nations Evaluation Group (UNEG). The evaluation will cover the period from 25 July 2012 to the end of the evaluation field mission (tentative 13 September 2019). It shall only cover project activities implemented in Namibia and Lesotho.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism, as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children. The project introduced a phased approach to allow implementation of funded priority activities in Phase I (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

The purpose of the final summative evaluation is to draw lessons learned from project implementation of phase I of the project and form the basis for instituting substantive improvements for future project planning, design and management in order to inform the design of a possible follow-up phase II of the project (2020-2022).

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned, and best practices will be identified, and recommendations based on the findings formulated.

The evaluation will also help UNODC and other stakeholders to take stock of the project (phase I) learn from its implementation process and results, and identify gaps. In particular, the evaluation will identify facilitating factors that contributed to the progress made by the project in achieving its objectives and hindering factors that made it difficult to achieve what was intended. The evaluation will also assess to what extent project delivery was met according to the design of the project and whether all elements required were considered for achieving the planned results. Furthermore, establishing whether a different design would be needed for a possible future phase II of the project.

The main users of the evaluation will be:

- UNODC and beneficiaries of the project such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho - the findings, lessons and recommendation will inform implementation of a possible follow-up phase II of the project. A gap analysis of policing, prosecuting and adjudicating of GBV cases within the 15-member states in the SADC Region will be conducted, and is currently in its infancy stage of advertising. The second phase of implementation assumed to be commencing

- 2020-2022, will seek to address the respective gaps in the two prioritised countries, Namibia and Lesotho and additional counties that may be chosen.
- SADC Secretariat and Gender Unit and other partners – for purposes of future joint planning and programme development
 - Donor –Austrian Development Agency as an accountability mechanism.

IV. SCOPE OF THE EVALUATION

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	Project phase I with a focus on 2 countries only: Namibia and Lesotho
Time period of the project/programme covered by the evaluation	25 July 2012 - 13 September 2019 (tentative end of field mission).
Geographical coverage of the evaluation	Travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)

V. KEY EVALUATION QUESTIONS

Evaluation Criteria

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as design, partnerships and cooperation, human rights, gender equality and leaving no one behind as well as lesson learned and best practices. The questions will be further refined by the Evaluation Team.

Design
<i>The Design of a project or programme measures the extent to which the logical framework approach was adopted.</i>
<ol style="list-style-type: none"> 1. To what extent did the design of the project and its logframe respond to the expected achievements of phase I? 2. How should the logframe be focused in order for phase II to be efficient and comply with results-based management?
Relevance
<i>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</i>
<ol style="list-style-type: none"> 3. To what extent did XASV23 respond to the identified needs of the two priority countries of phase I, Lesotho and Namibia? 4. To what extent were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?
Efficiency
<i>Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.</i>
<ol style="list-style-type: none"> 1. To what extent did the resources and inputs convert to outputs in a timely and cost-effective manner? 5. To what extent have management systems facilitated or hindered the achievements of phase I of XASV23?
Effectiveness
<i>Effectiveness is a measure of the extent to which an aid activity attains its objectives.</i>
<ol style="list-style-type: none"> 6. To what extent were the planned activities, such as the workshops, Situational

Assessment, achieved and how were they conducive to the attainment of the project's phase I as per situational assessment (completed in 2014), intended outcomes and objective?
Impact
<i>Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</i>
7. To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address gender-based violence?
Sustainability
<i>Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</i>
8. How could sustainability of the project achievements of phase I be ensured and strengthened in the second phase of the project?
Partnerships and cooperation
<i>The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.</i>
9. To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?
Human rights, gender equality, and leaving no one behind
<i>The evaluation needs to assess the mainstreaming throughout the project/ programme of human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups.</i>
Human Rights
10. To what extent were human rights considerations included in the project design and implementation? What were the facilitating and hindering factors?
Gender Equality
11. To what extent were gender equality considerations included in the project design and implementation? What were the facilitating and hindering factors?
Leaving no one behind (optional)
12. To what extent were under-represented and vulnerable groups included in the project design and implementation? What were the facilitating and hindering factors?
Lessons learned and best practices
<i>Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.</i>
13. What were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase?
14. What best practices emerged from the project implementation to be maintained and shared with other countries, in the second phase of the project?

VI. EVALUATION METHODOLOGY

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/ programme, the Core Learning Partners (CLP). Participants of workshops to be included

The present ToR provide basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the evaluation team in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data.

The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

When designing the evaluation data collection tools and instruments, the evaluation team needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

The main elements of the evaluation process are the following:

- Preliminary desk review of all relevant project documentation, (Annex II of the evaluation ToR), as provided by the Project Manager and as further requested by the evaluation team, as well as relevant external documents (e.g. UNDAFs; SDGs; UN and global/regional strategies; etc.);
- Preparation and submission of an Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IEU for review and clearance before any field mission may take place;
- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission;
- Interviews (face-to-face or by telephone/skype), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation;
- Analysis of all available information;
- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website <http://www.unodc.org/unodc/en/evaluation/index.html>). The lead evaluator submits the draft report to the Project Manager for the review of factual errors (copying IEU) and the Project Manager shares with IEU for review, comments and clearance. Subsequently the Project Manager shares the final draft report with all CLPs for comments.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager), including full proofreading and editing. The evaluation team incorporates the necessary and requested changes and finalizes the evaluation report in accordance with the feedback received from IEU, the Project Manager and CLPs. It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary through Skype).
- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be considered. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: <http://www.unodc.org/unodc/en/evaluation/index.html>.

The sources of data

The evaluation will utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include project documents and their revisions, progress and monitoring reports, external reports and strategies (e.g. UNDAFs; SDGs; country/regional/global strategies; etc.) and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review

The evaluation team will perform a desk review of all existing documentation (please see the preliminary list of documents to be consulted in Annex II of the evaluation ToR). This list is however not to be regarded as exhaustive as additional documentation may be requested by the evaluation team. The evaluation team needs to ensure that sufficient external documentation is used for the desk review.

Phone interviews / face-to-face consultations

The evaluation team will conduct phone/Skype interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Donor, i.e. Austrian Development Agency;
- Southern Africa Development Community;
- Implementing Partners, such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho;
- UNODC staff at HQ and the field;
- NGOs in GBV, such as Lifeline/Childline Namibia

Questionnaire

A questionnaire (on-line) is to be developed and used in order to help collect the views of additional stakeholders (e.g. trainees, counterparts, partners, etc.), if deemed appropriate.

VII. TIMEFRAME AND DELIVERABLES

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and drafting of Inception Report	23/07/2019 – 04/08/2019 (10 days for lead evaluator and 6 for team member)	Home base	Draft Inception report in line with UNODC evaluation norms and standards ⁸
Review of draft Inception Report by IES	05/08/2019 – 09/08/2019 (1 week for IES review)		Comments on the draft Inception Report to the evaluation team
Incorporation of comments from IES (can entail various rounds of comments from IES)	12/08/2019 – 23/08/2019 (3 w/d for lead evaluator and 2 for team member) (1 week for IES review)	Home base	Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	By 26/08/2019 (overall 13 w/d for lead evaluator and 8 for team member)		Final Inception report to be cleared by IES at least one week before the field mission can get started

⁸ https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Inception_Report

Evaluation mission: briefing, interviews with staff at UNODC HQ/FO (including by phone/skype); observation; focus groups; presentation of preliminary observations (if applicable)	02/09/2019 – 13/09/2019 (8 w/d for lead evaluator and 8 w/d for team member)	Travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)	Interviews and data collection
Drafting of the evaluation report; submission to Project Management and IES;	16/09/2019 – 04/10/2019 (10 w/d for lead evaluator and 6 for team member)	Home base	Draft evaluation report
Review of Project Management for factual errors	07/10/2019 – 11/10/2019 (1 week for review)		Comments on the draft evaluation report to the evaluation team
Consideration of comments from the project manager	14/10/2019 – 18/10/2019 (2 w/d for lead evaluator and 1 for team member)	Home base	Revised draft evaluation report
Review of IES for quality assurance	21/10/2019- 28/10/2019		Comments on the draft evaluation report to the evaluation team
Incorporation of comments from IES (can entail various rounds of comments from IES)	29/10/2019 – 14/11/2019 (4 w/d for lead evaluator and 2 for team member) + 1 week for IES	Home base	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates	By 15/11/2019 (overall 24 w/d for lead evaluator and 17 for team member)		Draft evaluation report, to be cleared by IES
IES to share draft evaluation report with Core Learning Partners	18/11/2019 – 29/11/2019 (2 weeks)		Comments of CLPs on the draft report

for comments			
Consideration of comments from Core Learning Partners and preparation of draft Evaluation Brief	02/12/2019 – 05/12/2019 (2 w/d for lead evaluator and 1 for team member)	Home base	Revised draft evaluation report
Final review by IES; incorporation of comments and finalization of report and Evaluation Brief, including full proofreading and editing (can entail various rounds of comments from IEU)	06/12/2019 – 20/12/2019 (3 w/d for lead evaluator and 1 for team member) + 1 week for IES review	Home base	Revised draft evaluation report; draft Evaluation Brief
Presentation of evaluation results (to be reviewed and cleared by IES)	Tentative: 03/01/2020 (1 w/d for lead evaluator)		Presentation of evaluation results
Deliverable C: Final evaluation report; presentation of evaluation results; Evaluation Brief (2-pager)	By 20/12/2019 (overall 6 days for lead evaluator and 2 days for team member)		Final evaluation report; Evaluation Brief and presentation of evaluation results, both to be cleared by IES
Project Management: Finalise Evaluation Follow-up Plan in ProFi	By 27/12/2019		Final Evaluation Follow-up Plan to be cleared by IES
Project Management: Disseminate final evaluation report	By 06/01/2020		Final evaluation report disseminated to internal and external stakeholders
IES: facilitate the external Evaluation Quality Assessment of the Final Report	31/01/2020		

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

VIII. EVALUATION TEAM COMPOSITION

Role	Number of consultants/ evaluators⁹ (national/international)	Specific expertise required¹⁰
Team leader	1 (international/national consultant)	Evaluation methodology
Expert	1 national consultant	Expertise in gender-based violence within criminal justice

An evaluation team consisting of one lead evaluator and one team member/expert will be hired to undertake the final Independent Project Evaluation.

Preference will be given to an evaluation team that is gender balanced and culturally sensitive to the South African Development Community (SADC) context.

The evaluators will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluator are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the chief or deputy chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

Absence of Conflict of Interest

According to UNODC rules, the evaluators must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluators shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

IX. MANAGEMENT OF THE EVALUATION PROCESS

Roles and responsibilities of the Project Manager

The Project Manager is responsible for:

- managing the evaluation process,
- drafting and finalizing the ToR,
- selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role,
- recruiting the evaluation team following clearance by IEU, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IEU and the evaluation team are to be immediately notified,

⁹ Please note that an evaluation team needs to consist of at least 2 independent evaluators – at least one team leader and one team member.

¹⁰ Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism; etc.) – please note that at least one evaluation team member needs to have expertise in human rights and gender equality.

- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation team including the full TOR,
- liaising with the Core Learning Partners,
- reviewing the draft report for factual errors only,
- developing a follow-up plan for the usage of the evaluation results and recording of the implementation of the evaluation recommendations (to be updated once per year),
- disseminate the final evaluation report and communicate evaluation results to relevant stakeholders as well as facilitate the presentation of evaluation results;
- ensure that all payments related to the evaluation are fulfilled within 5 working days after IEU's request - non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IEU.

The Project Manager will be in charge of **providing logistical support** to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:

- All logistical arrangements for the travel (including travel details; payments; transportation; etc.)
- All logistical arrangement for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed); set-up of interview schedules; arrangement of ad-hoc meetings as requested by the evaluation team; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the evaluation team and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IEU).

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are identified by the project managers. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Section

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Please find the respective tools on the IES web site <http://www.unodc.org/unodc/en/evaluation/evaluation.html>. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report and an Evaluation Brief; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider. Moreover,

IES may decide, in consultation with Project Management, to upgrade any Independent Project Evaluation to an In-Depth Evaluation considering e.g. an unforeseen higher involvement of IES staff in the evaluation process.

X. PAYMENT MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contracts are legally binding documents in which the evaluation team agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

1. The first payment upon clearance of the Inception Report (in line with UNODC evaluation norms, standards, guidelines and templates) by IES;
2. The second payment upon clearance of the Draft Evaluation Report (in line with UNODC norms, standards, evaluation guidelines and templates) by IES;
3. The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report, Evaluation Brief (in line with UNODC evaluation norms, standards, guidelines and templates) and clearance by IES, as well as presentation of final evaluation findings and recommendations.

75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation-process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

ANNEX I. TERMS OF REFERENCE FOR EVALUATORS

Title:	Independent Evaluator (Team Leader)
Organisational Section/Unit:	UNODC Regional Office for Southern Africa
Name and title of Supervisor:	Linda Naidoo , National Project Officer-GBV
Duty Station or home-based:	Home-based with travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)
Proposed period:	[from 22 July 2019 to 20 December 2019 + 1-day TBD for presentation January 2020]
Actual work time:	[43 days]
Fee Range:	[A through E – ST/AI/2013/4 Annex III refers]

1. Background of the assignment:

Gender-based violence (GBV) is rooted in socio-economic inequality. It can take many forms, and can include physical, emotional and sexual abuse. While both men and women can suffer from gender-based violence, it is predominantly women and children of both sexes that fall victim to it. The most pervasive form of gender-based violence is violence committed against a woman by her partner. Many cultures have beliefs, norms and social institutions that legitimize and therefore perpetuate violence against women. Around the world, statistics shows that as many as one in every three women has been beaten, coerced into sex, or abused in some other way — most often by someone she knows, including by her husband or another male family member. Similarly, in the South African Development Community (SADC) region there are major concerns on the high levels of gender-based violence. SADC GBV Unit considers gender-based violence as a critical area of concern and has finalized the Regional Strategy on GBV in 2018.

The United Nations Office on Drugs and Crime (UNODC) is mandated to promote crime prevention and criminal justice responses to violence against women, in line with relevant international standards and norms adopted by the General Assembly, in particular the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice,¹¹ as well as the Convention on the Elimination of all Forms of Discrimination Against Women and other relevant instruments.

Through the Criminal Justice and Integrity Pillar of its Regional Programme for Southern Africa (2013-2020), UNODC has implemented projects to strengthen the criminal justice institutions in the region by improving the effectiveness of investigation, prosecution, access to justice with focus on the needs of women and children. The project to be evaluated, XASV23, implemented by UNODC Regional Office for Southern Africa (ROSAF), commenced in 2012 for a duration of eight years (until December 2019) and was funded by Austrian Development Agency with an overall budget of \$2,632,684.00.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme,

¹¹ A/Res/65/228, annex. See also the Declaration on the Elimination of Violence against Women, 1993, A/Res/48/104.

including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism, as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children.

The implementation of XASV23 was based on the findings of the assessment on Gender-based violence in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans. Based on the funding available (hence Namibia and Lesotho prioritised), the project introduced a phased approach to allow implementation of funded priority activities in Phase 1 (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

To date, the following achievements are noted:

REGIONAL ACTIVITIES

3. UNODC supported the SADC Secretariat with the process of developing a Regional GBV Strategy. The finalised strategy was signed off by the relevant member state Ministers in July 2018.
4. Situational country assessments were conducted in five countries: Namibia, Lesotho, Mozambique, Zimbabwe, Swaziland. The donor indicated that two countries viz, Lesotho and Namibia would be chosen for GBV implementation.

LESOTHO

2. Provided technical assistance in the drafting of the Domestic Violence Bill order to align violence against women responses to international legal frameworks

NAMIBIA

5. Assisted in advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts, as a result of which information pamphlets and mass marketing of slogans on buses were developed. A video of a mock trial was produced based on a typical Namibian case of GBV.
6. UNODC supported Lifeline/Childline Namibia in optimizing the hotline system for victims of GBV. The optimized call-centre and database, has been updated with the most updated technology, to improve the efficiency and effectiveness of the national, toll-free, call-centre. Key outcomes of this newly optimized database entails (1) an improved and expanded data collection process, (2) improved availability of data to inform effective programming, (3) synchronized reporting of data for all the incoming telephone lines, which will strengthen the referral mechanisms, and (4) identification of gaps in service delivery, thus ensuring quality case management.
7. The National Standard Operating Procedures (SOPs) for the inter-agency referral system, was developed with the assistance of a National Consultant, and in partnership with UNICEF Namibia.
8. Criminal justice officials were trained on the management of gender-based violence. Five train-the-trainers' workshops, led by NAMPOL and the Prosecutor General's office

were conducted in five locations in the country, including Keetmanshoop (22 – 28 January 2018, with 34 participants); Swakopmund (12 -16 February 2018, with 35 participants); Gobabis (on 5-9 March, with 34 participants); Otjiwarongo (on 4-8 June 2018 with 35 participants); Windhoek (2-6 July, with 29 participants). The 138 multidisciplinary practitioners service providers were selected from the health, justice, police and social welfare sectors.

2. Purpose of the assignment:

This final Independent Project Evaluation will be undertaken in line with UNODC evaluation norms and standards and those of the United Nations Evaluation Group (UNEG). The evaluation will cover the period from 25 July 2012 to the end of the evaluation field mission (tentative 13 September 2019). It shall only cover project activities implemented in Namibia and Lesotho.

The purpose of the final summative evaluation is to draw lessons learned from project implementation of phase I of the project and form the basis for instituting improvements for future project planning, design and management in order to inform the design of a possible follow-up phase II of the project (2020-2022).

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned, and best practices will be identified, and recommendations based on the findings formulated.

The evaluation will also help UNODC and other stakeholders to take stock of the project, phase I learn from its implementation process and results, and identify gaps. In particular, the evaluation will identify facilitating factors that contributed to the progress made by the project in achieving its objectives and hindering factors that made it difficult to achieve what was intended. The evaluation will also assess to what extent project delivery was met according to the design of the project and whether all elements required were considered for achieving the planned results. Furthermore, establishing whether a different design would be needed for a possible future phase II of the project.

The main users of the evaluation will be:

- UNODC and beneficiaries of the project such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho - the findings, lessons and recommendation will inform implementation of a possible next phase of the project. A gap analysis of policing, prosecuting and adjudicating of GBV cases within the 15-member states in the SADC Region is being conducted. The next phase of implementation commencing 2020- 2022, will seek to address the respective gaps in prioritised countries.
- SADC Secretariat and Gender Unit and other partners – for purposes of future joint planning and programme development
- Donors –Austrian Agency as an accountability mechanism.

3. Specific tasks to be performed by the evaluator:

Under the guidance and supervision of the Chief or Deputy Chief of the Independent Evaluation Unit, the key responsibilities of the evaluator include (i) development of the evaluation design with detailed methods, tools and techniques that are gender-inclusive and gender-sensitive, generating information from and about men, women and other marginalised groups as well as about key gender as well as human rights issues (ii) ensuring adherence to the United Nations Evaluation Group (UNEG) Norms and Standards, UNODC evaluation norms, standards, guidelines and templates and the full evaluation Terms of Reference (ToR), and (iii) ensuring that all deliverables are submitted in a timely and satisfactory manner and in line with the quality criteria checklist.

4. Expected tangible and measurable output(s)/deliverable(s):

The evaluator will be responsible for the quality and timely submission of his/her specific deliverables, as specified below, interacting with the Independent Evaluation Unit throughout the evaluation process. All products should be well written, inclusive and have a clear analysis process. The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Unit.

- Draft inception report, containing: initial observations of the desk review, refined evaluation questions, data collection instruments (including surveys/questionnaires and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation; in line with UNODC evaluation norms, standards, guidelines and templates.
- Presentation of preliminary observations and recommendations to internal and possibly external key stakeholders (if applicable).
- Draft evaluation report in line with UNODC evaluation norms, standards, guidelines and templates, including an analysis of the performance of the project to adequately address gender equality as well as human rights issues, with concrete findings, conclusions and recommendations.
- Revised draft report based on comments received from the various consultative processes (IEU, internal and external).
- Final evaluation report and an Evaluation Brief fully proofread and edited, in line with UNODC evaluation norms, standards, guidelines and templates.
- Final presentation of evaluation results to stakeholders.

According to UNODC rules and UNEG Norms and Standards, the evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

The evaluation team will report exclusively to the chief or deputy chief of the UNODC Independent Evaluation Section, who is the sole clearing entity for all evaluation deliverables and products.

The evaluator shall respect the UNEG Ethical Guidelines.

5. Dates and details of deliverables/payments:

<i>Deliverable</i>	<i>Output</i>	<i>Working Days</i>	<i>To be accomplished by (date)</i>
A.	Inception Report	13	26/08/2019
B.	Draft Evaluation Report	24	15/11/2019
C.	Final Evaluation Report, Evaluation Brief and presentation	6	20/12/2019

Payments will be made upon satisfactory completion and/or submission of outputs/deliverables as assessed by IES. Project Management is requested to release all payments only after IES clearance.

6. Indicators to evaluate the evaluator's performance:

Timely, satisfactory and high-quality delivery of the above-mentioned outputs as assessed by IES (in line with UNODC norms, standards, guidelines and templates as well as UNEG Standards and Norms).

7. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

The independent international evaluator (lead evaluator) should possess the following technical qualifications:

- Advanced University degree in social sciences, humanities, law and policy or related field and preferably formal training/education on evaluation methodologies and principles;
- A minimum of ten (10) years of professional technical experience in the field of evaluation or related field, including a track record of conducting various types of evaluation at the international level, preferably with experience in conducting evaluations for the United Nations;
- Experience in leading a team;
- Knowledge and experience of the UN System and in particular of UNODC;
- Sound knowledge in the thematic areas of gender-based violence
- Familiarity with the Namibian and Lesotho context;
- Knowledge of quantitative and qualitative methods;
- Knowledge of gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system – as well as experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.

- Experience in gender-sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues in relation to evaluation;
- Experience in presenting and communicating complex evaluation or research results in a structured manner (in reports, briefs, presentations, etc.);
- Fluency in English and excellent English report writing skills;
- Knowledge of criminal justice processes would be an advantage.

Title:	Independent Evaluator (Team member/expert)
Organisational Section/Unit:	UNODC Regional Office for Southern Africa
Name and title of Supervisor:	Dr Linda Naidoo , National Project Officer-GBV
Duty Station or home-based:	Home-based with travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)
Proposed period:	[from 22 July 2019 to 20 December 2019]
Actual work time:	[27 days]
Fee Range:	[A through E – ST/AI/2013/4 Annex III refers]

1. Background of the assignment:

Gender-based violence (GBV) is rooted in socio-economic inequality. It can take many forms, and can include physical, emotional and sexual abuse. While both men and women can suffer from gender-based violence, it is predominantly women and children of both sexes that fall victim to it. The most pervasive form of gender-based violence is violence committed against a woman by her partner. Many cultures have beliefs, norms and social institutions that legitimize and therefore perpetuate violence against women. Around the world, statistics shows that as many as one in every three women has been beaten, coerced into sex, or abused in some other way — most often by someone she knows, including by her husband or another male family member. Similarly, in the South African Development Community (SADC) region there are major concerns on the high levels of gender-based violence. SADC GBV Unit considers gender-based violence as a critical area of concern and has finalized the Regional Strategy on GBV in 2018.

The United Nations Office on Drugs and Crime (UNODC) is mandated to promote crime prevention and criminal justice responses to violence against women, in line with relevant international standards and norms adopted by the General Assembly, in particular the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice,¹² as well as the Convention on the Elimination of all Forms of Discrimination Against Women and other relevant instruments.

Through the Criminal Justice and Integrity Pillar of its Regional Programme for Southern Africa (2013-2020), UNODC has implemented projects to strengthen the criminal justice institutions in the region by improving the effectiveness of investigation, prosecution, access to justice with focus on the needs of women and children. The project to be evaluated, XASV23, implemented by UNODC Regional Office for Southern Africa (ROSAF), commenced in 2012 for a duration of eight years (until December 2019) and was funded by Austrian Development Agency with an overall budget of \$2,632,684.00.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism,

¹² A/Res/65/228, annex. See also the Declaration on the Elimination of Violence against Women, 1993, A/Res/48/104.

as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children.

The implementation of XASV23 was based on the findings of the assessment on Gender-based violence in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans. Based on the funding available (hence Namibia and Lesotho prioritised), the project introduced a phased approach to allow implementation of funded priority activities in Phase 1 (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

To date, the following achievements are noted:

REGIONAL ACTIVITIES

5. UNODC supported the SADC Secretariat with the process of developing a Regional GBV Strategy. The finalised strategy was signed off by the relevant member state Ministers in July 2018.
6. Situational country assessments were conducted in five countries: Namibia, Lesotho, Mozambique, Zimbabwe, Swaziland. The donor indicated that two countries viz, Lesotho and Namibia would be chosen for GBV implementation.

LESOTHO

3. Provided technical assistance in the drafting of the Domestic Violence Bill order to align violence against women responses to international legal frameworks

NAMIBIA

9. Assisted in advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts, as a result of which information pamphlets and mass marketing of slogans on buses were developed. A video of a mock trial was produced based on a typical Namibian case of GBV.
10. UNODC supported Lifeline/Childline Namibia in optimizing the hotline system for victims of GBV. The optimized call-centre and database, has been updated with the most updated technology, to improve the efficiency and effectiveness of the national, toll-free, call-centre. Key outcomes of this newly optimized database entails (1) an improved and expanded data collection process, (2) improved availability of data to inform effective programming, (3) synchronized reporting of data for all the incoming telephone lines, which will strengthen the referral mechanisms, and (4) identification of gaps in service delivery, thus ensuring quality case management.
11. The National Standard Operating Procedures (SOPs) for the inter-agency referral system, was developed with the assistance of a National Consultant, and in partnership with UNICEF Namibia.
12. Criminal justice officials were trained on the management of gender-based violence. Five train-the-trainers' workshops, led by NAMPOL and the Prosecutor General's office were conducted in five locations in the country, including Keetmanshoop (22 – 28 January 2018, with 34 participants); Swakopmund (12 -16 February 2018, with 35

participants); Gobabis (on 5-9 March, with 34 participants); Otjiwarongo (on 4-8 June 2018 with 35 participants); Windhoek (2-6 July, with 29 participants). The 138 multidisciplinary practitioners service providers were selected from the health, justice, police and social welfare sectors.

2. Purpose of the assignment:

This final Independent Project Evaluation will be undertaken in line with UNODC evaluation norms and standards and those of the United Nations Evaluation Group (UNEG). The evaluation will cover the period from 25 July 2012 to the end of the evaluation field mission (tentative 13 September 2019). It shall only cover project activities implemented in Namibia and Lesotho.

The purpose of the final summative evaluation is to draw lessons learned from project implementation of phase I of the project and form the basis for instituting improvements for future project planning, design and management in order to inform the design of a possible follow-up phase II of the project (2020-2022).

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned, and best practices will be identified, and recommendations based on the findings formulated.

The evaluation will also help UNODC and other stakeholders to take stock of the project, phase I learn from its implementation process and results, and identify gaps. In particular, the evaluation will identify facilitating factors that contributed to the progress made by the project in achieving its objectives and hindering factors that made it difficult to achieve what was intended. The evaluation will also assess to what extent project delivery was met according to the design of the project and whether all elements required were considered for achieving the planned results. Furthermore, establishing whether a different design would be needed for a possible future phase II of the project.

The main users of the evaluation will be:

- UNODC and beneficiaries of the project such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho - the findings, lessons and recommendation will inform implementation of a possible next phase of the project. A gap analysis of policing, prosecuting and adjudicating of GBV cases within the 15-member states in the SADC Region is being conducted. The next phase of implementation commencing 2020- 2022, will seek to address the respective gaps in prioritised countries.
- SADC Secretariat and Gender Unit and other partners – for purposes of future joint planning and programme development
- Donors –Austrian Agency as an accountability mechanism.

3. Specific tasks to be performed by the evaluator:

Under the guidance and supervision of the Chief or Deputy Chief of the Independent Evaluation Unit, collaborating with the lead evaluator throughout the evaluation process, the key responsibilities of the team member include (i) development of the evaluation design with detailed methods, tools and techniques that are gender-inclusive and gender-sensitive, generating information from and about men, women and other marginalised groups as well as about key gender as well as human rights issues (ii) ensuring adherence to the UNEG Norms and Standards, UNODC evaluation norms, standards, guidelines and templates and the evaluation TOR, and (iii) ensuring that all deliverables are submitted in a timely and satisfactory manner and in line with the quality criteria checklist; (iv) contributing with substantive expertise on the topic under evaluation to the whole evaluation process and all deliverables.

4. Expected tangible and measurable output(s)/deliverable(s):

Collaborating with the lead evaluator throughout the evaluation process, the team member will be responsible for the quality and timely submission of his/her specific deliverables, as specified below. All products should be well written, inclusive and have a clear analysis process. The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Unit.

The team member will support the Lead Evaluator and be involved throughout the entire evaluation process, providing written inputs to all evaluation deliverables as well as provide substantive inputs relating to the topic under evaluation and will therefore, in consultation with the lead evaluator contribute to the:

- Draft inception report, containing: initial observations of the desk review, refined evaluation questions, data collection instruments (including surveys/questionnaires and interview guides), sampling strategy, evaluation matrix and limitations to the evaluation; in line with UNODC evaluation norms, standards, guidelines and templates.
- Presentation of preliminary observations and recommendations to internal and possibly external key stakeholders (if applicable).
- Draft evaluation report in line with UNODC evaluation norms, standards, guidelines and templates, including an analysis of the performance of the project to adequately address gender equality as well as human rights issues, with concrete findings, conclusions and recommendations.
- Revised draft report based on comments received from the various consultative processes (IEU, internal and external).
- Final evaluation report and an Evaluation Brief fully proofread and edited, in line with UNODC evaluation norms, standards, guidelines and templates.
- Final presentation of evaluation results to stakeholders.

According to UNODC rules, the evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

The evaluation team will report exclusively to the chief or deputy chief of the UNODC Independent Evaluation Unit, who is the sole clearing entity for all evaluation deliverables and products.

The evaluator shall respect the UNEG Ethical Guidelines.

5. Dates and details of deliverables/payments:

<i>Deliverable</i>	<i>Output</i>	<i>Working Days</i>	<i>To be accomplished by (date)</i>
A.	Inception Report	8	26/08/2019
B.	Draft Evaluation Report	17	15/11/2019
C.	Final Evaluation Report, Evaluation Brief and presentation	2	20/12/2019

Payments will be made upon satisfactory completion and/or submission of outputs/deliverables as assessed by IEU. Project Management is requested to release all payments only after IEU clearance.

6. Indicators to evaluate the evaluator's performance:

Timely, satisfactory and high-quality delivery of the above-mentioned outputs as assessed by IEU (in line with UNODC norms, standards, guidelines and templates as well as UNEG Standards and Norms).

7. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

The independent international evaluator (team member) should possess the following technical qualifications:

- University degree in social sciences, humanities, law and policy or related field and preferably formal training/education on evaluation methodologies and principles;
- A minimum of 10 years professional technical experience in the field of gender -based violence, criminal justice
- Professional technical experience in the field of evaluation or related field, including a track record of conducting various types of evaluation at the international level, preferably with experience in conducting evaluations for the United Nations;
- Experience in working in a team;
- Knowledge and experience of the UN System and in particular of UNODC;
- Knowledge in the thematic areas of gender-based violence;
- Familiarity with the Namibian and Lesotho context;
- Knowledge of quantitative and qualitative methods;
- Knowledge of gender mainstreaming, gender analysis and the related mandates within the UN system – as well as experience and knowledge on human rights issues, the

human rights-based approach to programming, human rights analysis and related mandates within the UN system.

- Experience in gender sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues in relation to evaluation;
- Experience in presenting and communicating complex evaluation or research results in a structured manner (in reports, briefs, presentations, etc.);
- Fluency in English and excellent English report writing skills.

ANNEX II. LIST OF BACKGROUND DOCUMENTS FOR THE DESK REVIEW

This list is indicative only and will be further refined by the evaluation team.

- Project document;
- Project revisions;
- Progress reports;
- UNODC organigram;
- UNODC mandate;
- Donor reports;
- Project logframe;
- Relevant audit reports;
- Relevant evaluation reports of donors, UNODC, etc.
- ToR final Independent Project Evaluation XASV23
- Gap analysis of policing, prosecuting and adjudicating of GBV cases within the 15-Member States in the SADC Region
- Situational Country Assessments on Gender-Based Violence (GBV) and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans
- *The UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women*
- Relevant United Nations Development Assistance Framework (UNDAF);
- Relevant “Voluntary National Reviews” of the SDGs;
- UNODC website: UNODC and the Sustainable Development Goals¹³
- UNODC brochure: UNODC and the Sustainable Development Goals¹⁴
- UNODC brochure: Better Data to monitor violence, trafficking, corruption and access to Justice (2017)¹⁵
- ECOSOC Report of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2017/2*)
- UNODC Independent Evaluation Unit: Meta-Analysis 2011-2014¹⁶
- UNODC Independent Evaluation Unit: Meta-Analysis 2015-2016¹⁷

¹³ <https://www.unodc.org/unodc/en/about-unodc/sustainable-development-goals/sdgs-index.html>

¹⁴ https://www.unodc.org/documents/SDGs/UNODC-SDG_brochure_LORES.pdf

¹⁵ http://www.unodc.org/documents/data-and-analysis/Crime-statistics/Brochure_goal16_2017_web.pdf

¹⁶ http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_Evaluation_Meta-Analysis_2011-2014.pdf

- UNODC Independent Evaluation Unit: Evaluation-based analysis of good practices in UNODC's approach to capacity building¹⁸
- UNODC Position Paper on Human Rights (2011)¹⁹
- Guidance Note on Gender Mainstreaming in UNODC (2013)²⁰
- UNODC evaluation guidelines, templates, handbook, policy²¹
- UNODC Inception Report Guidelines and Template²²
- UNODC Evaluation Report Guidelines and Template²³
- UNODC Evaluation Quality Assessment²⁴
- UNEG: Integrating human rights and gender equality in evaluation²⁵
- UNEG Norms and Standards for Evaluation (2016)²⁶
- UNEG Ethical Guidelines for Evaluation²⁷
- United Nations Development Assistance Framework Guidance (2017)²⁸

¹⁷ http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_IEU_Evaluation_Meta-Analysis_2015-2016.pdf

¹⁸ http://www.unodc.org/documents/evaluation/Knowledge-Products/UNODC_IEU_Evaluation-based_Capacity_Building_Analysis_final_October_2017.pdf

¹⁹ http://www.unodc.org/documents/justice-and-prison-reform/UNODC_Human_rights_position_paper_2012.pdf

²⁰ <http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf>

²¹ <http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

²² https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Inception_Report

²³ https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Eval_Report

²⁴ <http://www.unodc.org/unodc/en/evaluation/Evaluation-based-knowledge-products.html#EQAs>

²⁵ <http://www.uneval.org/detail/980>

²⁶ www.unevaluation.org/document/download/2601

²⁷ www.uneval.org/document/download/548

²⁸ <https://undg.org/document/2017-undaf-guidance/>

ANNEX III. LIST OF SUSTAINABLE DEVELOPMENT GOALS AND TARGETS

SUSTAINABLE DEVELOPMENT GOALS

UNODC is the custodian agency of the following 15 indicators under Goal 16 and Goals 3, 5, 11 and 15, alone or in cooperation with other agencies.

Target	Indicator
16.1 Significantly reduce all forms of violence and related death rates everywhere	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age
	16.1.3 Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months
	16.1.4 Proportion of population that feel safe walking alone around the area they live
16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation
16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms
	16.3.2 Unsentenced detainees as a proportion of overall prison population
16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	16.4.1 Total value of inward and outward illicit financial flows (in current United States dollars)
	16.4.2 Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments
16.5 Substantially reduce corruption and bribery in all their forms	16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months
	16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months
3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	15.7.1 Proportion of traded wildlife that was poached or illicitly trafficked

ANNEX IV. LIST OF STAKEHOLDERS

The list of stakeholders will be further refined by the evaluation team, in consultation with project/programme management and IEU. The evaluation team should also request interviews with other relevant stakeholders.

Type ²⁹	CLP ³⁰ (mark with X)	Organisation ³¹	Name	Designation ³²	Location	Email
UNODC HQ	X	UNODC	Ms. Valerie Lebaux	Chief Justice Section, Division for Operations	Vienna	valerie.lebaux@un.org
UNODC HQ	X	UNODC	Mr Wolfgang Aigner	External Relations Officer, Co-financing and Partnership Section Chief, Financial Resource Management Service	Vienna	wolfgang.aigner@un.org
UNODC HQ		UNODC	Ms Alexia Taveau		Dakar	alexia.taveau@un.org
Donor	X	Austrian Development Agency	Ms Gertrude Leibrecht	Programme Manager	Austria	gertrude.leibrecht@ada.gv.at
UNODC Field		UNODC	Dr Linda	Project Manager	Pretoria	Linda.naidoo@un.org

29 Please include the information, if this person is e.g. an implementing partner, donor, recipient, UNODC HQ, UNODC field, UN agency, etc.

30 **The CLPs** are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

31 Please include the name of the organisation the person is working for.

32 Please include the designation/job title of the person.`

Type ²⁹	CLP ³⁰ (mark with X)	Organisation ³¹	Name	Designation ³²	Location	Email
			Naidoo			
UNODC Field		ROSAF	Ms Zhuldyz Akisheva	Representative	Pretoria	Zhuldyz.akisheva@un.org
UN Agency		UN Country Team	Ms Elizabeth Kakukuru	At office of Resident Coordinator	Namibia	Elizabeth.kakukuru@one.un.org
Implementing Partner	X	Office of the Prosecutor General	Adv Martha Imalwa	Prosecutor General	Namibia	oimalwa@yahoo.com
Implementing Partner		Office of the Prosecutor General	Adv Innocentia Mthandazo Nyoni	Senior Adv at Office of prosecutor General	Namibia	mtha.i.nyoni@gmail.com
Recipient		Office of the Prosecutor General	Mr Pieter Smit	Senior Prosecutor	Namibia	pietersmith@iway.inc
Implementing Partner		NAMPOL	Ms Johanna Situde	Deputy Commissioner	Namibia	situdej@yahoo.com
Recipient		NAMPOL	Mr Vaino Werner	Senior Officer	Namibia	vainowerner@gmail.com
Recipient		Ministry of Gender and Child Welfare	Ms Elizabeth Viell	Senior Social Worker	Namibia	Edewee1809@gmail.com
Implementing Partner		Ministry of Works	Mr Frans Husfieldt	Senior Representative	Namibia	mhusfieldt <mhusfieldt@gmail.com
Recipient		Ministry of Gender	Ms Motena Letsie	Deputy Director	Lesotho	motenalets@gmail.com
Implementing partner		Member of Parliament	Hon Moshoeshoe	Chairperson of Social Cluster	Lesotho	fakomoshoeshoe22@gmail.com

Type ²⁹	CLP ³⁰ (mark with X)	Organisation ³¹	Name	Designation ³²	Location	Email
UN Agency		UNICEF	Ms Ingrid Celeste Feris	Child Protection Specialist	Namibia	iferis@unicef.org
UN Agency		UNFPA	Ms Nuzhat Ehsan	Representative	Lesotho	ehsan@unfpa.org
NGO		Lifeline/Childline	Ms Nicolette Bessinger	Director	Namibia	Director@lifeline.org.na
NGO		Lifeline/Childline	Mr Bernardus Harageib	Director	Namibia	Counselling@lifeline.org.na
Implementing Partner	X	Southern African Development Community (SADC Gender Unit Head Gaborone, Botswana)	Dr Joseph Pitso	Senior Programme Officer: Gender Unit Head Southern African Development Community (SADC)	Botswana	jpitso@sadc.int
Implementing Partner	X	Southern African Development Community (SADC Gender Unit Officer, Gaborone, Botswana)	Kealeboga K. Dambuza	Programme Officer: Gender Unit Head Southern African Development Community (SADC)	Botswana	kdambuza@sadc.int
Implementing Partner	X	Southern African Development Community (Secretariat) Gaborone, Botswana)	Dr Stergomena Lawrence-Tax	Executive Secretary of the Southern African Development Community (SADC)	Botswana	slawrence-tax@sadc.int

Qualified and interested candidates can submit their CV, UN P11 Form, Technical and Financial Proposal with milestones on or before the **17 July 2019**, to be emailed to takalani.godobedza@un.org or hand delivered to UNODC offices (*1059 Francis Baard Street, 1st Floor, Hatfield, Pretoria, South Africa*) and clearly marked “**Final Independent Project Evaluation: XASV23**”.

Any incomplete proposals or proposals received after this time will not be considered in the application process.

Enquiries

For technical queries, please contact: Linda Naidoo on linda.naidoo@un.org and Obakeng Mashaba on obakeng.mashaba@un.org on
+27 12 432 0832

These ToRs will also be available on the UNODC website:

<https://www.unodc.org/southernafrika/en/consultancies-and-opportunities.html>

Correspondence will be limited to shortlisted candidates only.

UNODC reserves the right not to make an appointment.