

## Livelihoods and Women's Empowerment Project

### EVALUATION TERMS OF REFERENCE (TOR)

#### 1. DETAILS

|                    |                                     |
|--------------------|-------------------------------------|
| Date of ToR        | 13th November 2018                  |
| Evaluation Period  | February – March 2019               |
| Organisations      | AOA and ACOMV                       |
| Name of program    | Livelihoods and Women's Empowerment |
| Program start date | 1 July 2016                         |
| Program end date   | 30 June 2019                        |
| Program Value      | Approximately A\$200,000            |
| AOA key contact    | Belinda Lauria                      |

#### 2. BACKGROUND OF PROJECT AND PARTNER

The Anglican Church of Melanesia (ACOM) and Anglican Overseas Aid (AOA) have a long history of partnership, the first phase of this project began in 2012 as a spin off from the solar program originally developed for Solomon Islands. It has since dramatically transformed to become its own successful standalone project maintaining some focus on solar with a stronger focus on livelihoods and women's empowerment. AOA supports ACOM in the implementation of the Livelihoods and Women's Empowerment project in Vanuatu with the aim to support livelihoods activities that build self-reliance of remote ni-Vanuatu communities with a focus on women's empowerment. The project supports the establishment of micro-businesses and provides seed funding for small scale livelihoods activities proposed by communities.

For the past six years, in two 3-year cycles, this project has received funding from the Australian Government's Department of Foreign Affairs and Trade under the ANCP (Australian NGO Cooperation Program) and Australian community to implement projects which improve women's empowerment and livelihoods.

In September 2017 the Monaro volcano on Ambae Island erupted, resulting in a state of emergency and protracted crisis leading to a total evacuation by mid-2018. The unintended consequences on this project included ACOM staff, AOA's implementing partner diverted to disaster relief work which disabled several outputs from being implemented and variations to projected annual plans. Nevertheless both partners drew on their robust relationship and project adaptation model to contextualise and adapt project indicators that considered the changed environment and staff resourcing.

#### ***Anglican Church of Melanesia***

ACOM was formed in 1861 and has been present in Vanuatu since this time supporting community response to emergencies for more than 10 years. ACOM has a strong presence across the north of Vanuatu. ACOM has a much stronger presence than other INGO's and local organisations across the north. AOA has built a strong relationship with ACOM supporting them to deliver ANCP programming in Vanuatu since 2013. As of 2017, two ACOM project staff were recruited to work on this project with financial and administrative staff support. ACOM has institutional presence and infrastructure across Vanuatu Provinces, including offices, schools and health centres. This infrastructure often transforms into community infrastructure, such as community halls that are used as evacuation centres.

### ***Anglican Overseas Aid***

AOA is an overseas relief and development agency of the Anglican Church of Australia that has been working for over twenty five years towards a peaceful, just and sustainable world free from poverty.

AOA works with partners in Africa, Asia, the Pacific and Middle East to empower local communities to address social issues and reduce poverty. AOA utilises a strengths-based approach to development.

### ***Project Goal***

The three core project strands are intended to overlap and mutually reinforce change; livelihoods program supports and mentors women's income generation and empowerment, women and men build financial literacy and savings and family violence support cascaded into rural areas via church staff drop-in centre services are accessed. These project goals are intended to contribute to the achievement of the desired higher level impact; households and communities in northern Vanuatu have improved management of household finances, leading to improved relationships between men and women.

Neither the project design nor the MELF identified any measurable indicators of success for this goal nor for the project objectives with target indicators having been established for outputs only. This places limitations around the ability of the evaluation to measure the 'degree of success' of the project. Nonetheless, the Theory of Change (below) should provide some guidance around the direction and intention of the work, thereby providing a framework to assist with such an assessment.

### ***Project Objectives***

1: Increased livelihoods and income growth for women and households

1.1 Target Indicator:

- Five (5) Self-Reliance grants issued per year
- Sixty (60) people trained in solar maintenance per year
- Five (5) Livelihoods program designed and implemented per year

2: Men and women together improving household budgeting and finance

2.2 Target Indicators:

- All Self-Reliance project participants and solar agents are attached to savings groups
- All Self-Reliance project participants complete financial literacy & gender dynamics training
- Family violence program designed and implemented by church in the Drop-in centre

3. Communities and church work together to reduce family violence

3.1 Target Indicators:

- Family violence program designed and implemented by church;
  - x Ten (10) trained in gender and human rights,
  - x Ten (10) participate in REACH (World Vision Vanuatu) counselling program,
  - x One (1) leader to complete Gender & Human Rights and Counselling training, through Fiji Crisis Centre,
  - x Six (6) Mothers Union members attached to Vanuatu Women Centre for experience.
- Drop-in Centre program implemented and staffed
- Annual Forum held on gender and human rights

- 4 ACOM is a strong delivery organisation for community development programs
- 4.1 Target Indicators:
- AOA and ACOM project staff develop technical support agreement, terms of agreement delivered e.g. quarterly reflective project management discussions and training
  - ACOM and AOA partnership strengthened
  - ACOM is a recognised delivery partner for community development programs

### ***Project Theory of Change***

The Theory of Change was developed in a collaborative process with ACOM project staff. Stakeholders representing the community, government of Vanuatu, non-government organisations and ACOM were consulted on the project's proposed theory of change and indicators of success.

If Self Reliance Projects are relevant and appropriate, women will join, and:

- If women are motivated, and self-reliance projects (SRPs) are well supported by ACOM, SRPs will succeed
- If SRPs succeed, women will have income making opportunities
- If women take income making opportunities, they will earn money
- If women earn money, they will contribute to household income and financial decision making, and will be more respected.

AND if project participants attend high quality financial literacy and gender dynamics training and join savings groups, then:

- Women and men will work together to set financial goals and improve household finances
- If women and men work together to improve household finances, there will be greater harmony in homes

If the Family Drop-In Centre is relevant, appropriate and accessible, then:

- Families experiencing violence will access services
- If services are effective, then families will work together to reduce violence in homes.

*Project impact Statement - Households and communities in northern Vanuatu have improved livelihoods and improved management of household finances, leading to improved relationships between men and women.*

## **4. PURPOSE AND SCOPE OF THE EVALUATION**

The purpose of the evaluation is to examine the worth of the project and the value of the project approach, review delivery and measure progress achieved towards the project goal and outcomes, to gather insights and facilitate a lessons learned exercise on the achievements and challenges of the project.

The evaluation will be conducted by an external evaluator with a strong track record of participatory evaluation, preferably with knowledge of economic and gender programming in the Pacific context. The project will have a strong emphasis on participation and reflection by both AOA and ACOM on the progress the project has made over its three project cycles, and the successes and challenges of programming strategies.

The evaluation **scope** takes into account the current phase of the project (commenced July 2016 and concluding June 2019).

Both AOA and ACOM place a strong emphasis on local learning and reflection throughout the evaluation process, and the evaluation will adopt an action research and participatory approach. This approach will:

- Give primacy to the interests, concerns and knowledge of the community;
- Strengthen community participation and ownership of the evaluation process;
- Engage project participants and beneficiaries to assess the successes and challenges, as well as the ongoing relevance and appropriateness, of the project to their context;
- Review the project outcomes against goals and objectives, look for evidence of success, identifying key learnings and recommendations;
- Utilise qualitative and quantitative data, including available baseline data, to measure the impact of the project;
- Provide a summative focus on the solar elements of the program
- Provide a formative focus on the small-scale business and responding to family violence aspects of the project, which are likely to constitute key work for the partnership in future programming
- Thematic review of gender within the project by conducting a gender analysis
- Identify recommendations that would inform the design of subsequent collaboration between ACOM and AOA
- Review the partnership between AOA and ACOM, to provide independent analysis for both organisations to strengthen the partnership and future programming.

### ***ANCP Evaluation Requirements***

As a project funded by Australian Aid's ANCP Program, specific requirements of the evaluation are outlined by the Department of Foreign Affairs and Trade (DFAT) including:

- The evaluation will draw on monitoring data as well as new data collected through the evaluation, to assess the approach, methodology, outcomes and impacts of the project;
- The evaluation will examine the project in light of its original intention as well as how it has evolved and any unintended consequences that have arisen;
- The evaluation will report on cross cutting themes and provide disaggregated data in regards to gender (men, women), and people living with disability
- Provide evidence based information that is credible, reliable and valuable.

### ***DAC Criteria***

The following OECD Development Assistance Committee (DAC) criteria for quality evaluations will be incorporated into the key areas of inquiry detailed below:

- **Relevance:** What value does the project add to its context and situation, and how appropriate is the project to the community?
- **Efficiency:** Have project outputs been achieved at reasonable cost and has the project been cost effective or would other appropriates have led to achieving the same results at a more reasonable cost?
- **Effectiveness:** What progress did the project make towards its stated objective and outcomes? Did the project's strategies succeed in supporting the self-reliance of communities in relation to the project's key outcomes?
- **Impact:** What impact and effects have resulted from project activities that contribute towards long term social and economic change at the community level?

- **Sustainability:** Are the positive changes that have come about as a result of the project likely to continue without the project running?

## 5. EVALUATION QUESTIONS AND AREAS OF INQUIRY

The following are suggested evaluation questions. AOA and ACOM invite the evaluation consultant to use these as a guide for a final set of proposed questions to facilitate the required data collection.

| Themes   | Questions   |
|--|---|
| <ul style="list-style-type: none"> <li>• Relevance</li> </ul>      | <ul style="list-style-type: none"> <li>• What value does this project add to the community?</li> <li>• To what extent does this project meet community needs?</li> <li>• Do the key outcomes promote and contribute to individual and community self-reliance?</li> <li>• Are the outputs and indicators of the programme consistent with the intended outcomes?</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Efficiency</li> </ul>     | <ul style="list-style-type: none"> <li>• Were activities cost-efficient?</li> <li>• Were objectives achieved on time?</li> <li>• Was the project implemented in the most efficient way compared to alternatives?</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Effectiveness</li> </ul>  | <ul style="list-style-type: none"> <li>• To what extent were the objectives achieved?</li> <li>• What were the major factors influencing the achievement or non-achievement of the objectives?</li> <li>• What were the major factors that did or did not reinforce or produce self-reliance in beneficiaries?</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Impact</li> </ul>         | <ul style="list-style-type: none"> <li>• What has happened as a result of the project?</li> <li>• How many people have been affected and to what extent?</li> <li>• As a result of this project, what change was produced?</li> <li>• Has individual and community self-reliance been strengthened as a product of               <ul style="list-style-type: none"> <li>→ Increased livelihoods and income growth for women and households</li> <li>→ men and women improving household budgeting and finance</li> <li>→ communities and churches working together to reduce family violence</li> </ul> </li> <li>• What are the project's main achievements?</li> <li>• What do people do differently after involvement in the project?</li> </ul> |
| <ul style="list-style-type: none"> <li>• Sustainability</li> </ul> | <ul style="list-style-type: none"> <li>• To what extent will the benefits of the project continue after the withdrawal of funding?</li> <li>• Will individuals and communities continue to be self-reliant post funding? How and to what extent?</li> <li>• What were the major factors which influenced the achievement or non-achievement of sustainability of the project?</li> </ul>  |

## 6. METHODOLOGY

The data required to answer the research questions is primarily data which serves to examine the *worth of the project* and the *value of the project approach*. Secondary, the data required will *explain* as well as *measure*, progress towards project objectives. Therefore, a mixed methods strategy is proposed, utilising a combination of qualitative and quantitative data with a summative focus on the solar activities and a formative focus on the small-scale business and responding to family violence activities.

In line with the project goal, the evaluation will have a strong focus on inclusivity and the evaluation itself (both outcomes of the evaluation and the process/methodology) should have a strong emphasis on community engagement, involvement and learning.

The evaluation will include a gender analysis, given the thematic focus on women's inclusion, participation, empowerment and the communities' and churches response to family violence. The evaluation will also be required to report on cross cutting themes and provide dis-aggregated data in regards to gender (men, women), people living with disability and reference environmental impact.

AOA and ACOM invite proposals of specific evaluation methodology from interested consultants with a strong track record of participatory evaluation, preferably with knowledge of economic and gender programming in the Pacific context. Methodology must be participatory, formative and summative in requested areas and involve community as a shared learning process.

As the purpose of the evaluation is to obtain a comprehensive understanding of the value and worth of the project that complements the progress towards outcomes, from the perspective of project participants and key stakeholders. It is anticipated that the evaluation will include a broad range of data sources and collection methods including:

1. Document review: Documentation regarding the project will be made available to the consultant, including the project design document, a baseline report, bi-annual reports, project monitoring reports, a formative evaluation, and other relevant documentation.
2. Semi-structured key informant interviews: These may be held with project staff at both ACOM and AOA, as well as key community stakeholders involved in the program, including women and men targeted by the project, and leaders of Mother's Union and other community based organisations (CBOs).
3. Focus Group Discussion (FGDs): FGDs may be held within the community enabling increased scope and convenience for community members to together discuss and provide feedback to AOA and ACOM their assessment of the project.
4. Gender analysis: A specific gender analysis tool should be utilised to ensure the Theory of Change is underpinned by culturally and contextually relevant approaches to gender empowerment.
5. Observation: Observation of project activities in at least three project sites will be used to support triangulation of the information.
6. Data analysis: Analysis of qualitative and quantitative data.
7. Partnership Survey: Survey of ACOM and AOA will be completed using the AOA partnership tool. Findings will be analysed and presented in the final report.

## **7. GUIDING PRINCIPLES**

The evaluation will have a strong emphasis on participation and reflection by both AOA and ACOM on the value and worth of the program, progress the project has made over its current project and the successes and challenges of programming strategies. Members of AOA and ACOM will be active participants in carrying out the evaluation.

The evaluation will uphold the strengths based approach (SBA) of the project, which recognises that communities themselves possess existing strengths which can be leveraged for social good. It is recommended that the project use participatory methodologies with other complementary methodologies to uphold the SBA.

The gender analysis will examine processes that promote, enforce and monitor equality throughout the project and local actors' influence on traditional gender norms. In respect to the analysis of project activities, firstly, it will capture stories of change, namely, women's enhanced decision-making due to the promotion of women's involvement in economic empowerment activities. Secondly, analysing the relationship between women's economic growth and gender equality within their homes. Lastly, with a broader community scope, the change in community discourse surrounding family based violence and gender equality and the reduction in family violence. A key objective is for the evaluation to be a learning process for ACOM and the community, and that the process itself benefits the community and project.

## **8. DISSEMINATION OF EVALUATION FINDINGS**

Evaluation findings will be verified with community members and project partners progressively throughout data collection. The first draft of the evaluation report will be submitted to AOA and ACOM team members for review and verification.

AOA will share the final evaluation report with DFAT as required and success stories will be shared with permission, through AOA's communication strategies as appropriate. ACOM will share findings of the evaluation with project stakeholders and communities. This will be key in gathering input into the design of a new project.

## 9. DRAFT TIMEFRAME FOR INPUTS AND DELIVERABLES

The main output of the evaluation will be the Evaluation Report. The report will be completed in English and should address the Evaluation Report Checklist provided in Appendix 1.

The key milestones are presented below.

| Milestones  | Responsible  | Consultant Input Days | Approximate Due Date |
|---|--|-----------------------|----------------------|
| Confirm consultant and sign contract  | AOA and ACOM   | NA                    | 21 December 2018     |
| <b>Evaluation planning:</b> <ul style="list-style-type: none"> <li>Develop and finalise evaluation plan</li> <li>Documentation review</li> <li>Develop data collection tools</li> </ul>   | Consultant   | 3 days                | 1 February 2019      |
| <b>Santo &amp; one other island:</b> <ul style="list-style-type: none"> <li>Meet with in-country stakeholders</li> <li>Adapt plan if required and test collection tools</li> <li>Data collection</li> <li>Data verification with stakeholders, including evaluation workshop</li> </ul> | Consultant<br>To lead in conjunction with AOA and ACOM | 7 days                | 28 February 2019     |
| <b>Data analysis and report writing:</b>  | Consultant to lead, in consultation with AOA and ACOM  | 4 days                | 15 March 2019        |
| <b>Finalise report:</b> <ul style="list-style-type: none"> <li>Share evaluation report with AOA &amp; ACOM</li> <li>AOA &amp; ACOM provide feedback to consultant</li> <li>Feedback incorporated into final report</li> </ul>   | Consultant<br>AOA<br>ACOM                              | NA                    | 30 March 2019        |
| AOA consultation with ACOM on implications for future programs.   | AOA/ ACOM  | NA                    |                      |
| Report submitted to donors.   | AOA  | NA                    |                      |
| Dissemination of Evaluation Report to stakeholders in country.  | ACOM Lead  | NA                    |                      |

## 10. EVALUATION TEAM ROLES – INTERNAL AND EXTERNAL

| Role                   | Name                 | Responsibilities   |
|------------------------|----------------------|--|
| Evaluation Team Leader | Consultant           | <ul style="list-style-type: none"> <li>• Lead on Evaluation</li> <li>• Develop the methodology and evaluation plan, including determining relevant data collection tools</li> <li>• Suggest alternative baseline or comparison data if required</li> <li>• Ensure the required data is collected and analysis carried out to make quality judgement of project achievements and challenges in progress towards project goal and objectives.</li> <li>• Ensure evaluation meets DFAT ANCP requirements (including inclusion of gender and disability data).</li> <li>• Lead presentation of findings to key stakeholders.</li> <li>• Write report, take on feedback &amp; finalise evaluation report</li> <li>• Make recommendations for future collaboration.</li> </ul> |
| AOA                    | AOA Program Manager  | <ul style="list-style-type: none"> <li>• Oversee the evaluation process, liaise with consultant and ACOM</li> <li>• Co-design the evaluation with ACOM and consultant</li> <li>• Participate in data collection and analysis</li> <li>• Contribute to report review and finalisation</li> <li>• Distribute and circulate report within Australia, including donor.</li> <li>• Consider report recommendations for future programming.</li> </ul>   |
| ACOM                   | Women's Desk Officer | <ul style="list-style-type: none"> <li>• Co-design the evaluation with AOA and Consultant</li> <li>• Manage in-country logistics</li> <li>• Support stakeholder engagement</li> <li>• Facilitate data collection process to enable quality judgement of project achievements and challenges in progress towards project goal and objectives</li> <li>• Participate in data collection and analysis</li> <li>• Contribute to report review and finalisation</li> <li>• Distribute and circulate report within Vanuatu</li> <li>• Consider report recommendations for future programming</li> </ul>  |

## 11. EXPRESSIONS OF INTEREST

Expressions of interest are invited for this consultancy by 13<sup>th</sup> December 2018 to [blauria@anglicanoverseasaid.org.au](mailto:blauria@anglicanoverseasaid.org.au). AOA and ACOM will jointly appoint the consultant.

Expressions of interest should include:

- A resume providing two referees with email addresses,
- A written cover letter which includes the applicant's
  - Demonstrated understanding of the assignment and proposed approach
  - Relevant experience and qualifications
  - Demonstrated ability to work with faith based organisations
  - Demonstrated skills and knowledge in health systems, gender and community development
  - Experience in evaluating DFAT or other Government funded projects
  - Understanding of the context in Vanuatu
  - Proposed budget indicating daily fee
  - Availability over the evaluation period (February-March 2019)

Examples of similar prior work would greatly assist in the selection process.

Please note:

- An AOA staff member will participate in the evaluation.
- The contracted consultant may be required to arrange personal insurance coverage.
- The consultant will take responsibility for any entry requirements to Vanuatu.
- The contracted consultant and any assistants engaged for the purpose of the evaluation must agree to comply with the AOA and ACOM Child Protection Policies, and sign AOA's *Child Protection Code of Conduct*. This also includes the provision of a Police Clearance and/or Statutory Declaration by all agents attesting to the absence of any and all proven or pending cases in relation to offences against children.
- The successful applicant will enter into a contract with AOA and/or ACOM.

## Appendix 1

### Evaluation Report Checklist

During the drafting of the Evaluation Report, the Evaluation Team must use the following checklist to ensure the Report meets required standards.

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- The report includes each of the sections set out in the Evaluation Terms of Reference
  - The report includes a summary of the project context, theory of change, objectives and indicators for reference.
  - The report presents data clearly through tables/graphs/maps as appropriate.
  - The report responds to each of the evaluation questions listed in the TOR.
  - The report provides clear, evidence backed findings on the success of the project relative to the goals, objectives and indicators established in the project design.
  - The findings reference baseline data to demonstrate progress/lack of progress. If insufficient baseline data is available, a control group/other method has been employed during research to demonstrate the causal relationship between project activities and outcomes.
  - The findings and conclusions of the report are clearly based on the (quantitative and qualitative) data that has been collected.
  - The report presents a conclusion, backed by evidence, on the extent to which the project theory of change assumptions were correct and recommends alterations as appropriate.
  - The report includes direct quotes and 2 case studies from participants to demonstrate change.
  - The report considers the extent to which participants have taken ownership of the project activities, and the extent to which the project has built community capacity to address development needs in the future.
  - The report includes the feedback of non-participants in the project area.
  - The report address whether there have been any (positive or negative) unintended consequences of the project activities.
  - The report considers the impact of the project activities on women; and whether the project has contributed to increasing gender equality.
  - The report considers the management of cross cutting issues, including child protection, disability, HIV/AIDS, family planning and environment.
  - The report evaluates sustainability prospects and the likelihood of the benefits continuing to spread to non-participants.
  - The report evaluates the project's risk management approach.
  - The report presents an opinion as to whether the chosen approach was the most appropriate, and whether it represents good value for money.
  - The report evaluates the extent to which local partners demonstrated the range and level of skills required to manage the program effectively.
  - The report make at least five recommendations as to how future projects could be improved, each of which align with the findings in the body of the report. These recommendations may address enhanced effectiveness, give greater value for money or strengthen sustainability.