

Annex 1

Terms of reference

Background

The Kosovo Women's Initiative (KWI) was established in July 1999, after the acceptance of the peace plan in June 1999 by the Federal Republic of Yugoslavia, which included the withdrawal of all Serb forces from Kosovo and the safe and free return of all refugees and displaced people. According to one project document¹, this project, funded by a US\$ 10 million grant from the US government, had two overarching goals :

- to help mobilize women throughout Kosovo, with a specific focus on returnee, displaced and war affected women, to assist them and their families in rebuilding their lives and livelihood;
- to empower women to become agents of change and solidarity through awareness raising, fostering the development of women's networks and enhancing the principles of gender equity at all levels of government and civil society.

KWI funded project sectors include: immediate survival needs; psycho-social and community support; reproductive health and sexual/gender-based violence; empowerment; micro-credit, business training, economic empowerment and livelihood; legal rights and protection; NGO/women's group capacity-building; participatory rural assessment and rural development.

Under the overall co-ordination of UNHCR, the project is being implemented by Non-Governmental Organizations (NGOs), umbrella agencies and local councils. Reduced funds are available for 2001.

After completion, the KWI evaluation will feed into a comparative analysis of the Women's Initiatives in Bosnia-Herzegovina, Kosovo and Rwanda so as to identify the lessons learned and the overall role of such special initiatives in the context of gender mainstreaming in UNHCR. The evaluation will also feed into the current evaluation of the Women's Commission on Refugee Women and Children on the implementation of the UNHCR Guidelines on the Protection of Refugee Women.

The evaluation of the Kosovo Women's Initiative is to be undertaken by a team of two independent consultants and will be managed by UNHCR's Evaluation and Policy Analysis Unit (EPAU). The evaluation will be guided by a Steering Committee, consisting of representatives from EPAU, UNHCR's Department of Operational Support (Division of Communication and Information & Senior Co-ordinator for Refugee Women/Gender equality Unit), South Eastern Europe

¹ UNHCR, (February 2000) "Overview of Kosovo Women's Initiative, UNHCR Pristina"

Operation, Division of Resource Management and Department of International Protection.

The primary purpose of the evaluation is to assess the extent to which KWI has been able to meet its stated objectives. It will also review the impact, appropriateness, cost-effectiveness and sustainability of activities undertaken by KWI, differentiating those activities according to sector and implementing partner. The evaluation will identify examples of good practice and lessons learned, and will make recommendations concerning the planning and implementation of similar initiatives that might be undertaken in other parts of the world within UNHCR's protection mandate.

In the context of these objectives, the evaluation will seek to:

- Assess the methods and criteria used during the selection and management of projects, focusing on a variety of different sectors and providing case studies where appropriate;
- Assess if the lessons learned from the BWI were implemented during the KWI;
- Assess the effectiveness of the way in which KWI was organized, staffed and administered;
- Assess the extent to which activities undertaken by KWI were consistent with and complimentary to other programmes carried out under the humanitarian pillar of UNMIK;
- Review the roles and responsibilities of UNHCR, umbrella agencies, local women's councils and NGOs, as well as the effectiveness of the way these and other relevant actors were coordinated;
- Assess the impact of the donor requirements on the selection of implementing partners, the time-frame and the reporting obligations.

The evaluation of the Kosovo Women's Initiative will cover the period from July 1999 to the time of the evaluation mission.

The evaluation will be undertaken in a manner that is consistent with the EPAU mission statement (see below) and UNHCR's draft evaluation policy statement.

The consultancy team is expected to make its own travel and accommodation arrangements but will be provided with logistical support by UNHCR in the field. UNHCR will also meet the costs of interpretation.

The style and format of the final report must conform to EPAU's specifications. UNHCR will exercise no editorial control over the evaluation report but will format and copy edit the report prior to publication. The report will be credited to the consultancy team and placed in the public domain. UNHCR reserves the right to attach an annex to the report, commenting on its findings and recommendations.

The evaluation team

The evaluation will be undertaken by an independent and gender-balanced team of two consultants, of whom one will be the designated team Leader. The team selected will be engaged on individual, lumpsum consultancy contracts. The team will ideally incorporate expertise in gender analysis, refugee protection, economic rights, institutional capacity-building as well as sexual and gender-based violence. As a participatory approach to this evaluation is expected, preference will be given to candidates who have a proven capability to communicate effectively and sensitively with refugees and who have an understanding of Kosovo's history and its political, economic and social context.

Methodology and management

The evaluation will review the existing literature relevant to the Kosovo Women's Initiative, including project documents, i.e. budgetary documents, consultancy reports and the evaluations of the Bosnian Women's Initiative and the Rwandan Women's Initiative. In-depth discussions and interviews relating to all aspects of the KWI project will be held with UNHCR, umbrella agencies, NGOs, local councils, and donors in Kosovo (20 days) and Geneva (3 days). While in the field, the evaluation team is expected to undertake extensive consultations with a representative sample of beneficiaries, including both men and women.

The evaluation is expected to commence at the end of August, 2001 and the first draft is expected for submission by 8 October, 2001. The second and final draft should be submitted not later than three weeks after the first draft submission. The final draft should be well-written and clearly structured in accordance with EPAU's Style Guide – EPAU is entitled to request the consultancy team for a third draft in case these criteria are not met.

This evaluation will be managed by Elca Stigter, Associate Evaluation and Policy Analysis Officer in EPAU. At the completion of the project, the steering committee will, in close consultation with key stakeholders, consider the conclusions and recommendations of the review and establish appropriate implementation and follow-up mechanisms. In accordance with UNHCR evaluation policy, the review will be placed in the public domain.

Evaluation and Policy Analysis Unit: Mission statement

The Evaluation and Policy Analysis Unit (EPAU) is committed to the systematic examination and assessment of UNHCR projects, programmes, practices and policies. EPAU also promotes rigorous research on issues related to the work of UNHCR, and encourages an active exchange of ideas and information between humanitarian practitioners, policy makers and the academic community. All of these activities are undertaken with the purpose of enhancing UNHCR's capacity to fulfil its mandate on behalf of refugees and other people of concern to the organization.

The work of EPAU is guided by four fundamental principles:

Transparency: EPAU's activities will be undertaken in an open and transparent manner. Reports prepared and commissioned by the unit, as well as details of EPAU's work programme, will be placed in the public domain and actively disseminated to interested parties.

Independence: EPAU strives to provide an objective analysis of UNHCR's activities and performance. In accordance with this principle, the unit will make extensive use of independent consultants with proven expertise in the evaluation of refugee protection and humanitarian assistance activities.

Consultation: EPAU will function in a consultative and participatory manner, soliciting the involvement of key stakeholders within and outside of the organization. EPAU will make particular efforts to work in collaboration with partner organizations. The unit will also strive to ensure that beneficiary views are taken into account in the analysis and assessment of UNHCR's activities.

Relevance: The work of EPAU will be relevant to UNHCR's operational needs and performance. It will also place particular emphasis on the identification and dissemination of best practices. Every effort will be made to ensure that the unit's findings are incorporated into UNHCR's planning, programming and policymaking processes, thereby reinforcing the organization's ability to meet the needs of its beneficiaries.

July, 2001