

# Partnering for Change

## Engaging men to end violence against women

### Call for Applications for an External Evaluation

**Brief:**

The Centre for Health and Social Justice is seeking a consultant evaluator to conduct an external evaluation of the project “Partnering for Change – Engaging men to end violence against women” in Uttar Pradesh and West Bengal. The project is being implemented by SAHAYOG Society for Participatory Rural Development, Lucknow along with partners in four districts of the two states. The project began in March 2017 and will come to a close in February 2020. As the project activities come to a close, we seek to conduct an external evaluation to assess the extent to which project goals and objectives were met, what strategies worked or didn’t work and in which contexts, as well as distill lessons for building on the work that has been initiated.

**Required competencies:**

- Evaluation experience at least 10 years in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods
- Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls
- Experience with program design and theory of change, gender-responsive evaluation, participatory approaches and stakeholder engagement
- Specific evaluation experiences in the areas of ending violence against women and girls. Experience of evaluation programs on working with men and masculinities is desirable.
- Experience in collecting and analysing quantitative and qualitative data. Experience of sharing findings in a format suitable for stakeholders is required.
- In-depth knowledge of gender equality and women’s empowerment
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used
- A strong team leadership and management track record, as well as interpersonal and communication skills to help ensure that the evaluation is understood and used.
- Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts
- In-depth knowledge of the Indian context vis a vis gender-based discrimination and violence is required.
- Language proficiency: fluency in English and working knowledge of Hindi is mandatory; command of Bengali additionally, is desirable.

**Content of Application:**

- A one-page summary of the work that the applicant’s past work relevant to the ToR

- A two-page proposal including the theoretical frameworks that the evaluator will use, a brief description of methodology within the given budget, and ethical considerations. **Please refer to the detailed Terms of Reference.**
- The applicant's CV

Interested persons must send applications to [recruit@chsj.org](mailto:recruit@chsj.org) with the subject line – “Application for External Evaluator”

**Timeline for application and evaluation:** Applications must be received by 25<sup>th</sup> October 2019. The evaluation will take place between January – April 2020.

### **Terms of Reference:**

#### **1. Background and Context**

##### **1.1 Description of the project that is being evaluated.**

- a) Name of the implementing organization: SAHAYOG Society for Participatory Rural Development
- b) Project duration, project start date and end date: 3 years, start date 1<sup>st</sup> March 2017, end date 29<sup>th</sup> February 2020.
- c) Current project implementation status with the timeframe to complete the project  
The project is currently in its last six months of implementation, and all activities will be completed by 20<sup>th</sup> February 2020.
- d) Description of the specific forms of violence addressed by the project:  
This intervention is being carried out in two states – Uttar Pradesh (UP) and West Bengal (WB) where a significant proportion of married women (over 40% in both states) report physical or sexual abuse by their spouses or other family members. In the two proposed intervention districts in UP- Chandauli and Hamirpur, there is extreme domestic control over women within the household, and married women are expected to remain constantly veiled. Besides widespread domestic violence, these districts have reported several incidents of assaults of Dalit women used as a method of social control by men from upper castes.

The intervention areas in West Bengal include a peri-urban slum and a rural location that due to its proximity to Kolkata also displays several peri-urban characteristics. Both areas are inhabited mainly by low income families. In the slum area a large number of women are employed as domestic workers. In the rural area majority of the community is engaged as sharecroppers and others in small businesses and home-based work such as tailoring, zari work, beedi rolling, etc. In both the proposed project areas in West Bengal, domestic violence is widespread and there are restrictions on the mobility of women and girls. Child marriage is common – arranged by parents or as a result of young people eloping. Street harassment is also rampant.

- e) Main objectives of the project:
  - Engage men in a process of learning and reflection to understand gender, patriarchy and other social inequities, and how these impact relations between them and others in the community.
  - Facilitate discussion and reflection among men's peer groups on patriarchal privilege and influence other men in their community, thereby motivating them to adopt new gender sensitive behavior

- Women's groups, supported by men's groups encouraged to take action against gender-based discrimination occurring in the community.

Overall, the three objectives together are expected to transform gender related social norms that perpetuate violence against women, at the household and community level.

- f) Description of targeted primary and secondary beneficiaries: The intervention works with men in the field areas of 99 villages/urban communities, covering a population of approximately 500,000 people. The actions of men, influenced by the intervention are expected to directly benefit women and girls related to the men involved with the intervention (approximately 1500-2000 families) and indirectly other women and girls in these and neighbouring areas, due to a diffusion effect of the intervention. The former are the primary project beneficiaries and the latter, secondary beneficiaries. Both primary and secondary beneficiaries belong to low income groups in rural and urban areas. In the rural areas the women primarily work as agricultural or other labour, in the urban areas they are involved in domestic work.

### **1.2 Strategy and theory of change (or results chain) of the project with the brief description of project goal, outcomes, outputs and key project activities.**

The project "Partnering for Change" seeks to engage men in ending violence against women and girls, in two states of India – Uttar Pradesh and West Bengal. The intervention engages with men within a broad framework of gender equality, at an attitudinal, behavioural, and social level, to bring about transformative changes in social norms, not just households, but also communities. This intervention has adopted a gender synchronous approach to address gender discrimination and violence against women and girls, building on and allying with existing work on women's empowerment and leadership in the selected field areas. The gender synchronous approach recognizes that it is difficult to change male gender norms without also changing female gender norms and vice versa.

The model of intervention involves a combination of strategies; it prepares and trains a male 'animator' or a leader in each village, who is provided with systematic inputs on gender, patriarchy, power, intersectionality, sexuality and violence. A primary 'driver' of change, the Animator serves as a role model and works with a group of men in his village/community to address gender discriminatory social norms. The men's group is facilitated to reflect upon their own gender privileges and make a plan for change at the personal, family level and community level. The men's group works with existing rights-based women's groups in the intervention areas to take joint action to address issues affecting women and girls, especially those around early marriage, incidents of domestic and sexual violence, etc. The federated nature of the existing empowered women's groups in the proposed project areas is expected to synergize with the newly formed men's groups, to collectively advocate with relevant authorities for facilitating responsiveness and accountability through regular interactions and advocacy at the local, level.

Overall, the project aims to link individual empowerment of women to improved relationships with men in the household, which in turn is linked to changed expectations at the community level and calling for accountability of social and public systems following the 'ecological' model. Women's rights and empowerment remains central to the project and the project explicitly seeks to challenge discriminatory gender norms and unequal power relations between women and men.

### **1.3 The geographic context, such as the region, country and landscape, and the geographical coverage of this project.**

The project is being implemented across 100 villages in 4 districts, in two states of India. These are Chandauli and Hamirpur in Uttar Pradesh and Kolkata and South 24 Parganas in West Bengal.

**1.4 Key partners involved in the project**, including the implementing partners and other key stakeholders.

- Field implementing partners: (1) Gramya Sansthan (2) Samarth Foundation (3) Jeevika Development Society
- M&E partner: Centre for Health and Social Justice (CHSJ), New Delhi
- Stakeholders: Women's groups in the field areas (Mahila Swasthya Adhikar Manch, Nari Sangh etc), networks working on violence against women at the state level (including those working with men), Panchayati Raj Institutions, Municipal Councillors (in the urban area), law enforcement authorities (police and protection officer), district governments.

## **2. Purpose of the evaluation**

### **2.1 Why the evaluation needs to be done**

This intervention builds on SAHAYOG and CHSJ's previous work on engaging men in gender transformative interventions rooted in collective reflection and action to bring about social norm change, towards advancing gender equality and ending violence against women and girls. The intervention began in 2017 and as this phase of funding comes to a close, this evaluation is expected to assess the extent to which the goals of the project were met, the strategies that worked and those that didn't, the lessons that can be learnt from the intervention so far, and to assess potential for sustainability and upscaling. It is expected that the evaluation will provide direction for future work in these field areas; it will help the organization modify its strategy suitably for implementation in other field areas, as well as to take the work forward in these field areas.

### **2.2 How the evaluation results will be used, by whom and when.**

The evaluation results will be used by men and women in the field areas to advocate with local decision makers, and strategise for further work that their collectives can do to advance gender equality, and to address some of the emerging concerns that the evaluation will bring out. The findings will be used by the field partner organization to review its strategy, take stock of its gains and make a plan for sustaining the work on ending violence in the future. It will also help Sahayog, and the other partners to advocate with law enforcement and the women and child department at the district and state levels for effective implementation and change in policies and programs relating to prevention and response to gender-based violence and discrimination. The findings will be used by Sahayog and CHSJ to refine the theory of change and distil learnings that are applicable more universally, as well as generate knowledge on what works, how, for whom and in which conditions.

### **2.3 What decisions will be taken after the evaluation is completed**

On the part of the implementers, evaluation serves two purposes 1) it will influence the sustainability strategy for continuation of work in the field areas and 2) it will inform future changes to the theory of change and intervention design. This has implications for the advocacy agenda and for upscaling efforts.

## **3 Evaluation objectives and scope**

### **3.1 Scope of Evaluation:**

- Timeframe: this evaluation needs to cover the entire UNTF project duration (1<sup>st</sup> March 2017 to 29<sup>th</sup> February 2020)
- Geographical Coverage: four districts – Hamirpur, Chandauli in UP and Kolkata, South 24 Parganas in West Bengal

- Target groups to be covered: this evaluation needs to cover the target primary and secondary beneficiaries as well as broader stakeholders. This includes animators, men’s group members, women family members of men involved in the intervention, women leaders in the community, representatives from community structures (such as political leaders, men’s clubs) local governance functionaries, law enforcement functionaries.

**3.2 Objectives of Evaluation:** What are the main objectives that this evaluation must achieve?

**Mandatory evaluation objectives:**

- **To evaluate the entire project** (two to three years from start to end date), against the effectiveness, relevance, efficiency, sustainability and impact criteria, as well as the cross-cutting gender equality and human rights criteria (*defined below*);
- **To identify key lessons and promising or emerging good practices** in the field of ending violence against women and girls, for learning purposes (*this is defined under the knowledge generation criteria below*).

**4 Evaluation Questions**

Evaluation Criteria	Evaluation Questions
<b>Effectiveness</b>	1. To what extent were the intended project goal, outcomes and outputs (project results) achieved and how? 2. To assess outcomes of the intervention specifically related to men’s sharing of the burden of unpaid labour, reducing gender based violence and gender discrimination, from the perspectives of different stakeholders 3. To what extent was the theory of change effective, and in which contexts. Which factors in the context facilitated change and which resisted change?
<b>Relevance</b>	4. To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls? 5. To assess changes were made to the strategy given the evolving context and whether these were effective. 6. Aspects of the strategy that could be scaled up to other contexts and the essential components of such an intervention.
<b>Efficiency</b>	7. To what extent was the project efficiently and cost-effectively implemented?
<b>Sustainability</b>	8. To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends? 9. To assess diffusion of the changes beyond the project area, and mechanisms for such diffusion.
<b>Impact</b>	10. To what extent has the project contributed to ending violence against women, gender equality, women’s empowerment (both intended and unintended impact), and changing gender related social norms?
<b>Knowledge generation</b>	11. To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?
<b>Gender Equality and Human Rights</b>	Cross-cutting criteria: the evaluation should consider the extent to which human rights

	based and gender responsive approaches have been incorporated through-out the project and to what extent.
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## 5 Evaluation Methodology

The proposed evaluation design is expected to adopt a qualitative participatory approach which would include the following:

1. **Desk review** of available data including baseline/endline surveys, stories of most significant change, review and planning meeting notes, MIS review discussions etc.
2. **Primary data collection in the field:** Methods will include focus group discussions (FGDs), individual interviews and gender transformative participatory methods to capture "Before-After" comparisons and "participant-non participant" comparisons on gender based violence, gender discrimination and gender related social norms in the community and institutions. The evaluator will make visits to all four field areas, and conduct at least two focus groups with men and two with women in each area, with due consideration to contextual diversity. Interviews with direct and indirect stakeholders must be carried out, including implementation partners. At least 16 interviews across the field areas must be conducted.
3. **Synthesis of data**
4. **Presentation of preliminary findings** to all partners for validation.

The consultant will be expected to prepare an inception report with a detailed methodology within two weeks of the start date. Methodology will be finalized with feedback from CHSJ, SAHAYOG, all partners and the donor organization.

The following data sources will be made available to the consultant:

1. Project proposal and activity reports including the results framework.
2. Reports of baseline and endline surveys with men and women engaged in the intervention. These surveys include individual interviews with men and their wives covering men's attitudes towards gender, masculinity and violence, men's participation in household chores and child care, women's mobility and decision making in the family, women's experience of violence at home, communication between spouses and men's knowledge of laws related to gender based violence.
3. Qualitative baseline study conducted in the four field areas, and a mid-term qualitative study to understand changes from women's perspectives
4. Monthly reporting of project activities through a Monitoring Information System (MIS). Analysis of MIS is done on a quarterly basis and is available in the form of reports.
5. Reports of quarterly review meetings of all partner organizations, implementing organization and technical partners. MIS and other activity reports are discussed at the meeting, challenges identified and addressed. Depending on the nature of new/emergent realities and opportunities, the next quarters activities are tailored to be more strategic.
6. Stories of change harvested from among men's groups as well as other men in the field area.

## 6 Evaluation Ethics

The evaluator/s must put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This must ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights. **The evaluator/s must have a plan in place to:**

- Protect the rights of respondents, including privacy and confidentiality;
- Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public;
- If the project involves children (under 18 years old\*) the evaluator/s must consider additional risks and need for parental consent;
- The evaluator/s must be trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues.
- Data collection tools must be designed in a way that is culturally appropriate and does not create distress for respondents;
- Data collection visits should be organized at the appropriate time and place to minimize risk to respondents;
- The interviewer or data collector must be able to provide information on how individuals in situations of risk can seek support (referrals to organizations that can provide counseling support)

## **7 Evaluation team composition and required competencies**

### **7.1 Evaluation Team Composition and Roles and Responsibilities**

The Evaluation Team will be consisting of one Senior Evaluator who will be responsible for undertaking the evaluation from start to finish and for managing the evaluation team under the supervision of evaluation task manager from SAHAYOG/CHSJ, for the data collection and analysis, as well as report drafting and finalization in English. The Senior Evaluator will be assisted by the evaluation task manager who will be responsible for processing of background documents and secondary data relevant to the evaluation. During fieldwork, the external evaluator will be assisted by a local interpreter and field contact.

### **7.2 Required Competencies**

#### Senior Evaluator

- Evaluation experience at least 10 years in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods
- Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls
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- Language proficiency: fluency in English and working knowledge of Hindi is mandatory; command of Bengali additionally, is desirable.

## 8 Timeline of the evaluation process

Key Task	Timeframe
Desk review of key documents	15 January-4 <sup>th</sup> February
Submit draft Inception report (as per structure attached)	10th February
Review, incorporate feedback, finalize inception report	20th February
Desk research	20-29th February
Data collection (visits to the field, interviews, FGDs, etc.)	1-21st March
Preparing a first draft report	22March - 5th April 2020
Review of the draft report by CHSJ, SAHAYOG, donor and other key stakeholders	17th April 2020
Incorporating comments and preparing second draft evaluation report	17-20th April 2020
Final review and approval of report	27th April 2020
Final edits and submission of the final report	30 <sup>th</sup> April 2020

## 9 Budget

The total budget for the external evaluation is Rs.10,00,000.

## 10 Background Documents that will be made available to applicants upon request:

- The Results and Resources Framework of the project
- Structure for the inception report
- Structure of the final report