



PRIDE

# Partnership for Rights, Inclusivity, Diversity and Equality

A strategic partnership working towards diverse and inclusive societies in which LGBTI people are able to participate to their full potential.

Partnership For Rights,  
Inclusivity, Diversity And  
Equality

**TERMS OF REFERENCE**

**END EVALUATION**

January 2, 2020

## BACKGROUND OF THE PRIDE PROGRAM

PRIDE (Partnership for Rights, Inclusion, Diversity and Equality) is a strategic partnership between COC Netherlands and the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent funding framework, running from 2016-2020. The program spans 16 countries, five regions (SSEA, MENA, East Africa, West Africa and Caribbean) and includes six cross-cutting themes (Religion, Socio-Economic Empowerment, Police, LBQ women, Trans, Intersex) and is implemented by 125 partner organizations globally.

The PRIDE program aims to work towards enabling the creation of societies where all LGBTI people can live to their full potentials. The program is based on a theory of change with five impact pathways, focusing on change along five levels, namely empowering individual LGBTI, strengthening LGBTI communities, building LGBTI community-based organizations, mobilizing LGBTI movements and influencing at the global human rights level. The ToC can be found as Annex 1 to this ToR.

## REASON, JUSTIFICATION AND AIM OF THE END EVALUATION

As the PRIDE program nears its end, the end evaluation aims to gather evidence on the change that has been brought about by the PRIDE program, and assess the extent to which it has contributed to building LGBTI movements in countries and regions where it has been active. This evaluation will serve as the second independent evaluation of the program as a whole and will feed into the learning objectives of all actors (COC and her partner organizations) who have worked on PRIDE, for future programming.

The aim of this evaluation is to:

1. Build a body of evidence of the effectiveness of the PRIDE program in the last 5 years, while applying an analysis of power and intersectionality on the program and the way its outcomes have manifested.
2. Provide recommendations for improvements in any future programming undertaken by COC Netherlands and all partners under PRIDE.

3. To use the findings of this evaluation to evaluate the revised Theory of Change of the PRIDE program and whether key assumptions and change processes align with the revision.

## EVALUATION QUESTIONS

1. What have been the outcomes (positive and negative) of the PRIDE program at local, national, regional and global level since 2016 along the PRIDE ToC?

How have the linkages manifested between the different geographical levels of programming since inception? Have there been linkages that did not manifest – where and why?

2. What have been the most effective capacity development strategies and main capacity development outcomes to which PRIDE has significantly contributed? Which strategies were ineffective?
3. What have been the most effective advocacy strategies and main advocacy outcomes to which PRIDE has significantly contributed? Which strategies were ineffective?
  - a. How have interventions under the Individual, Community, Organization and Movement pathways of the ToC had a clear spillover impact on the advocacy outcomes under PRIDE?

*The following areas should guide this evaluation question:*

- Creation of spaces to engage, influencing the debate and setting the advocacy agenda.
  - Political participation of civil society, mobilization and activation of networks/groups and individuals.
  - Drawing a clear link between the Dialogue & Dissent Indicators and PRIDE's advocacy results (Annex 2).
4. How have the different partnerships under PRIDE materialized and what has been their added value to each other and the achievement of the results?

Partnership between COC and her partners.

Partnership between COC and the Dutch Ministry of Foreign Affairs  
(including embassies and relevant missions)

Partnerships between country/regional/global-level LGBTI organizations  
and groups

5. What are the interventions and intervention strategies that have/have not been effective across the board?
6. How has the context in the various countries affected the program and consequently effectiveness of the capacity building and advocacy strategies, and other PRIDE interventions?

Context type A: Not a restrictive space.

Context Type B: Restrictive spaces.

Context Type C: Restrictive spaces with emergencies and crises.

7. What have been the unintended (positive and negative) consequences of PRIDE?
8. What are areas for improvement and what are the gaps that PRIDE has been unable to address? What learnings can PRIDE take from the 2016-2020 period?

## SCOPE OF THE EVALUATION

1. Theme: The end evaluation will focus on the results achieved at local, national, regional and global level. The level of analysis will be at all four levels. This evaluation must build on the mid-term evaluation of PRIDE and should reflect the progress made on the recommendations since.
2. Geographical scope of this study is to be determined in consultation with COC and the reference group. All 16 countries and 5 regions must be analyzed, however a detailed study of a few areas will be decided upon.
3. This evaluation should include the data gathered over the time period of 5 years (2016-2019) since the inception of the PRIDE program. The evaluation is projected to run from April 2020 to November 2020.

4. The evaluation must abide by all DAC criteria<sup>1</sup> for evaluation research, with the exception of efficiency, as the criteria is output focused and this evaluation aims at being outcome focused, making efficiency hard to measure and expands the scope of this evaluation pushing it significantly beyond the time and budget constraints.<sup>2</sup>

## APPROACH AND METHODOLOGY

The evaluation will follow a mixed-methods approach, combining qualitative and participatory methods (most significant change; outcome harvesting) and quantitative methods (questionnaires and surveys) where relevant. It is vital that through this evaluation, LGBTI individuals and communities are engaged, consulted and heard at all stages. All core research questions and their subsequent findings must also include a contribution analysis for PRIDE's involvement in the process.

COC proposes the use of Outcome Harvesting as the core methodology in this evaluation in order to substantiate outcomes as best as possible and to follow up on the participatory methods used internally in the previous years of the program, primarily, most significant change. This evaluation must clarify the extent to which outcomes have been a result of the PRIDE program and to what extent these outcomes can be attributed/contributed to the work done under the program.

Outcomes that are identified in the course of this evaluation must be triangulated from different data points. Verification and substantiation is a key requirement in the evaluation and the sources must be transparent at all time, and anonymized only when absolutely necessary.

The evaluation design details can be fleshed out further with the selected party and the reference group on the basis of available budget, staff capacity, and time considerations. This further development will include details on deployment of relevant experts, scope of involvement of COC and partner organizations, organizations of substantiation workshops, research techniques etc. and is scheduled for March 2020.

## REPRESENTATIVENESS

For the entire duration of this evaluation, representation will be addressed in two ways:

### 1. REPRESENTATIVENESS OF ALL REGIONS AND COUNTRIES

The evaluation will provide an analysis of the outcomes of the program in each of the countries and regions where PRIDE is active and will go into depth<sup>3</sup> in select regions and countries. This selection will be made by the PRIDE team and the Reference Group, together with the evaluation team in a manner that covers the work in a fair and extensive manner. The criteria for this selection will be disclosed in the final report.

For countries and regions not part of the in-depth research, existing M&E data, interviews and surveys will be used to make an analysis and supplement the data-collection process.

### 2. REPRESENTATIVENESS OF ALL COMMUNITIES

The nature of this evaluation should ensure the inclusion of partner and community opinions in the analysis and data collection phase and particular attention will be paid to a balanced inclusion of all subgroups within the LGBTI movement.

## ORGANIZATION OF THE END EVALUATION (ROLES AND RESPONSIBILITIES)

COC Netherlands, as the lead agency of the PRIDE program will form an internal and external reference group with relevant expertise in the evaluation methodology and program implementation. These reference groups will act the selecting bodies for the evaluators of the PRIDE program on the basis of proposal review and interview rounds with selected candidates.

COC will supplement the process by providing secondary data (M&E data, relevant reports, access to existing partner interviews, stories of change etc.) and will support the evaluators by providing feedback throughout the process. COC will also support in-country partners in their engagement with the end-evaluation and will be the coordinator of the reference groups. Mayanka Vij, M&E Officer of PRIDE, will act as the first point of contact for the evaluation

team and will coordinate the process between the different reference groups and the evaluation team.

The selected evaluators will be in charge of the collection and analysis of primary data from sources (partner organizations, community members and other relevant stakeholders) and will be responsible for producing the final reports. If workshops and webinars need to be conducted during this process, they will also be in the lead of those processes. The evaluators will also be in charge of the final analysis and validation of all findings included in the report.

Further details on organizations, as mentioned above, will be worked out together with the selected party and COC.

## PRODUCTS OF THE END EVALUATION

The end evaluation report will contain the following elements:

1. Final Evaluation Report
2. Executive summary
3. 16 Country Reports
4. 5 Region Reports
5. 1 Advocacy Report
6. Outcome Report (containing all final outcomes harvested and validated)

## BUDGET

The maximum budget allocated for this evaluation is €60.000 for the evaluation team and €30.000 for in-country organization, where and when needed.

The proposals must adhere to the €60.000 budget for all evaluation research, data collection, analysis, translation (where relevant) and compilation costs. The in-country organization costs will include travel of the evaluation team and must be able to cover costs of any and all substantiation workshops, or any other form of in-country meetings.



## TIMELINE

Process	Timeline	Responsible Party
Call for Proposals Released	2nd January 2020	COC Netherlands
Deadline for Submission	6th February 2020	N/A
Review of Proposals + Interviews	6th February – 13th February 2020	COC, Reference Group
Final Selection	17th February 2020	COC
Organization Agreements	21st February – 1st March 2020	Selected Evaluator + COC
Familiarization, Lit/Doc Review	March 2020	Selected Evaluator
Start Evaluation	April 2020	Evaluator
In-country organization, data collection and replication in selected areas	April 2020 – mid-July 2020	Evaluator, COC supports
Substantiation and Verification	Mid-July - August 2020	Evaluator, COC supports
Analysis and Compilation	August – September 2020	Evaluator
First Draft Ready	1st October 2020	Evaluator
Feedback on First Draft	15th October 2020	COC, Reference Group
Final Draft Ready	15th November 2020	Evaluator
Submission to MFA	1st December 2020	COC

## REQUIREMENTS

Evaluators/consultants interested in applying for this call must meet the following requirements:

1. Experience in the planning and implementation of evaluations of multi-country international cooperation programs.
2. Experience in evaluating Theory of Change based programs.
3. Demonstrated expertise in working with minorities and/or vulnerable communities, using a human-rights-based-approach in a participatory manner. Applicants must be able to show a strong track record in evaluating programs that have been implemented at local/national/regional and global levels.
4. Experience with community-based research, using participatory methods and culturally sensitive approaches.
5. Experience working in the regions and is aware of LGBTI community specific sensitivities and security considerations.
6. Familiarity with the work process of NGOs and CBOs and capable of translating knowledge from research and evaluations into practical recommendations for programming. Applicants must have a strong focus on using evaluation findings for learning purposes.
7. Independent from COC and her partners. *Organizations that have obtained funding through the PRIDE program are ineligible to apply for this evaluation.*

## APPLICATION PROCESS

Interested applicants meeting the requirements are invited to send their expression of interest by latest **5th February 2020** to Mayanka Vij at [mvij@coc.nl](mailto:mvij@coc.nl).

The following documents need to be submitted:

- A. Proposal based on the Terms of Reference (maximum 7 pages). The

proposal should contain details on:

1. Motivation and relevant expertise for this project.
  2. Ideas and recommendations on the proposed methodology.
  3. Clear vision and plan for the execution of the evaluation.
- B. Detailed financial proposal (maximum 2 pages), including number of days per deliverable, daily rate and clearly stating the total amount (including VAT) up to a maximum sum of € 90.000, with cost division as mentioned above.
- C. Personal CV of (max 2) lead evaluator(s) (max 2 pages each) highlighting past experience in similar projects, experience with the target group and knowledge of (any of) the regions of the program. Please include names and contacts details for at least 2 references with a working relationship no older than two years. An example of a similar evaluation project worked on in the last 2 years is appreciated.

The proposal must include all documents requested. Proposals not meeting this requirement will be rejected. Applicants can expect to hear back in the second week of February 2020.

For questions, interested parties can reach Mayanka Vij at +31-20-623-4596 or at [mvij@coc.nl](mailto:mvij@coc.nl).

## ENDNOTES

- 1 <https://www.oecd.org/dac/evaluation/49756382.pdf>
- 2 It should be possible to offer a considered opinion on efficiency by doing a (fairly simple) comparison of the broad financials with whatever the evaluators learn about program effects. This option can be discussed upon selection with COC, giving consideration to time and budget constraints while prioritizing.
- 3 Agreements on the extent of these in-depth evaluations will be made between COC and the selected evaluation team, considering time, budget and geographical scope. Applicants are encouraged to propose their ideas on this in their proposals.