

SPECIFIC TERMS OF REFERENCE

External Evaluation of “Empowering Local Actors for Sustainable Social Changes in Rural Communities” Project

1. Background

Brief Profile of "Women for Development" NGO

Women for Development NGO was founded in 1997 by a small group of women who had a clear goal – to support women in the rural areas of the Shirak province, who were facing serious challenges in a country undergoing a tough period of transition. This society had been damaged by a devastating earthquake in 1988, and the uncertainty following the collapse of the Soviet Union and was further scarred by the Nagorno-Karabakh conflict in the 1990s and social-economic inequalities and high levels of unemployment, fueling labor migration to other countries.

Over 28 years of dedicated work, “Women for Development” NGO’s humble beginnings grew into projects in the areas of peacebuilding, economic development, education, healthcare, and infrastructure, all for the overarching aim of community development. While the focus on women has remained strong, the organization has understood that sustainable community development involves a broader range of stakeholders, such as the youth and the local authorities in the communities, which means engaging with everyone.

Main Objectives of the NGO:

- Encourage formation of peace culture and non-violent conflict resolution skills in communities through creation of Forum theatre groups, education, consultancy and provision of technical means.
- Promote rural community development through increased participation and community mobilization.

The Development Goal:

Sustainable socio-economic changes are contributing to harmonious and collaborative environment in rural communities of Armenia’s Shirak province.

Objective 1: Cooperation between local actors - women, youth and local governments - in 12 project communities is strengthened.

Objective 2: Local actors - women, young people and representatives of local governments - solve their communal problems and strengthen socio-economic situation in the project communities.

The Duration of the Project:

3 years, September 2023 - August 2026.

Expected results:

Objective 1:

- In 12 project villages, 7 resource centers have been established in the premises of the local government.
- Local actors trained at the resource centers, work with government agencies to develop 20 socioeconomic projects to improve local livelihoods.
- “How to Reach Lasting and Sustainable Social Changes in Rural Communities: Experiences and Lessons Learnt” guidebook is developed and used among at least 30 local NGOs, youth groups, local and provincial governments.

Objective 2:

- At least 10 social problems at community level are identified through the performances of the Forum Theater and later solved by local actors.
- 20 projects to improve local livelihoods are implemented by local actors/local government agencies.
- At least 7 newly created women-owned small businesses will increase their income by 20% by the end of the project.

Beneficiaries:

	Amount women	Amount men	Amount divers1 (if known)	Thereof people with disability (if known)
Direct target groups				
Direct beneficiaries				
Women and men	40	15		
Youth, children, schoolchildren, women, elderly	430	320		
Intermediaries/Decision-Makers				
Representatives of local and provincial administration	5	15		
Representatives of NGOs	10	5		
<i>Total direct target groups</i>	<i>485</i>	<i>355</i>		
Indirect target groups				
Population of target communities (children, youth, women, men, elderly)	2900	2100		
Forum theater audiences /including Mobile and school forum theaters/	800	700		
<i>Total indirect target groups</i>	<i>3700</i>	<i>2800</i>		

840 youth, women, men, schoolchildren, elderly and other population groups are the direct beneficiaries of the project through participation in trainings, clubs and other events and activities. About 250 beneficiaries overlap with the previous project and 590 are brand new, recruited from 7 new project target communities.

The geographic area of the proposed project is the 12 villages in Ashotsk and Artik unified communities of Shirak province.

2. Description of the Assignment

Global objective:

To conduct an independent, comprehensive **final evaluation** of the “Empowering Local Actors for Sustainable Social Changes in Rural Communities” Project, funded by Bread for the World – Protestant Development Service, Germany. This final evaluation will measure the overall relevance, efficiency, and effectiveness of the project, as well as inform WFD’s future strategic planning.

Timing:

The evaluation will take place in **January 2026**. (The previous evaluation took place in June 2018.)

Specific objectives:

1. Assess the relevance, efficiency, and effectiveness of the project’s interventions in achieving its stated objectives.
2. Provide necessary recommendations for the project approaches, development of rural communities.
3. Recommend improvements to the project’s approaches to rural community development.
4. Offer specific recommendations on the organization’s key priorities for 2026–2029 and new areas of work, as well as new cooperation’s considering both WFD’s experience and local/regional developments.
5. Develop recommendations for new cooperation’s and different channels of fundraising.

The evaluation will cover all 12 target villages in Ashotsk and Artik consolidated communities, namely: Torosgyugh, Tsoghamarg, Goghovit, Musayelyan, Anushavan, Krasar, Karmravan, Saragyugh, Vardakar, Tufashen, Nor Kyanq and Nahapetavan.

The results will be used:

- by WFD and its key donor (?) to identify the project achievements as well as areas of vulnerability,
- by WFD staff for design of data-driven decision-making regarding the organization’s future projects and main directions of the Organization's strategy.

Key questions:

- Relevance
 - How relevant is the program approach to the needs of the targeted communities and beneficiaries?
 - How relevant is the program approach to the strategies of the partners and donors?
 - To what extent are the overall objectives of the programs valid?
- Effectiveness
 - What have been the project's achievements?
 - To what extent will the project objectives be achieved in the remaining period covered by its current program strategy?

- Efficiency - Will the project objectives be achieved in an economically viable manner?
- Impact - To what extent will the project contribute to the achievement of overall development goals?
- How have the lives of beneficiaries changed as a result of the project?
- Sustainability - To what extent are the positive impacts or changes brought about by the program likely to continue?
- What are the major factors which influence the sustainability of the program?
- What could be done to improve the likelihood of sustainability?

Evaluation methods:

The evaluation methodology should align with **OECD-DAC** standards and may include, but is not limited to:

1. Mixed-Methods Research Design

Combine both quantitative and qualitative data (e.g., surveys, focus groups, interviews, and secondary data analysis).

2. Field Visits

Visit the target villages, meet with local stakeholders, and directly observe project activities.

3. Semi-Structured Interviews

Conduct interviews with beneficiaries, community representatives, local government officials, project partners, and other stakeholders.

3. Process of the evaluation/time frame and the expected products:

- The evaluation is envisaged to take place from January 18 - 29, 2026.
- Draft results and recommendations should be presented on January 28-29, during the workshop with the WFD staff.
- The evaluation report in Armenian and English should be completed and submitted to WFD by the end of February 2026.

4. Available Data:

Prior to the field work, the NGO will provide the expert(s) existing background reports, documents relevant to the evaluation, including project agreements, description of action, baseline data, articles, presentations, training materials, meeting minutes, media materials about the organization's activities, documentaries, albums, posters, training resources, feedback, recommendations, and other documents in electronic versions.

Additional references or resources can also be found on the NGO's website at www.wfd.am and Facebook page - Women for Development NGO.

5. Expertise Required:

- Demonstrated professional experience in **program and project evaluation**, including design, execution, and leadership of evaluations.
- Proficiency with both **qualitative and quantitative** evaluation methods.
- Familiarity with **institutional assessments**, rural community development, and **peacebuilding** projects.
- Excellent written and spoken **English**; knowledge of **Armenian** is an asset.

6. Planning:

Prior to the field work, an Inception meeting will be organized with the Project and NGO staff to discuss the work-plan, expectations and logistical requirement of the assignment and ensure coordination during the assignment.

7. Submission Process:

To be considered for this contract, please submit the following in English to info@wfd.am by November 16, 2025.

- A résumé or CV (no more than four pages)
- A writing sample (no more than three pages)
- A technical proposal including a short explanation and justification of the methods to be deployed
- Financial proposal.

For more information, please contact info@wfd.am