



## **Advancing Gender-Responsive Governance Through Women and Youth Leadership in Southern Border Provinces**

### **Terms of Reference for Contract to Conduct Baseline and Endline Evaluation**

#### **Background**

Raks Thai Foundation is a CARE International member, one of the world's largest international non-governmental humanitarian relief and development Confederations. Raks Thai's vision is to seek a world of hope, inclusion, and social justice; where poverty has been overcome and people live in dignity and security. We put gender equality, diversity, and inclusion at the centre of all we do because we know that we cannot overcome poverty and social injustice until all people have equal rights and opportunities.

The Advancing Gender-Responsive Governance through Women and Youth Leadership in Southern Border Provinces Project in Thailand is a 3-year EU-funded initiative running from 1 January 2026 through 31 December 2028. It supports 9 women and youth networks, 120 network leaders, and approx. 1,320 members in Pattani, Yala, and Narathiwat to amplify their voices and better engage with local authorities. The goal is to improve policies and practices regarding women's and girls' protection, disaster preparedness, and economic empowerment.

The initiative has 3 outputs: 1) Enhanced influence of women and youth networks in local governance for better implementation of women's and girls' protection and prevention; 2) Increased capacity of women, youth, and local authorities in gender-responsive climate-related disaster preparedness; and 3) Green economic empowerment for women and youth and community-led climate smart enterprises.

Key activities include 1) GBV capacity building, case conferences, community-based actions, campaign and advocacy; 2) vulnerability and capacity assessment, DRR planning and implementation, and engagement with local authorities; 3) Business capacity building, green SME development, and partnerships for markets and finance. The project is implemented by Raks Thai Foundation in partnership with Friends of Women Foundation.

#### **Scope of the Project**

The purpose of the project is to strengthen the voice and leadership of 9 women and youth networks to effectively influence local authorities to develop and implement policies on protection from gender-based violence, disaster preparedness and economic rights in three Southern border provinces. It also has the following sub-objectives and/or expected outputs. The project implements the following key activities, that allow for advancing the overall purposes and outcomes:

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### **Main activities under Output 1**

- Support 4 women networks to identify GBV hotspots to select target communities and subdistrict administrative organisations (SAOs)
- Facilitate a series of trainings for 150 marginalised women and youth leaders from 4 networks on how to advocate for gender responsive and culturally sensitive protection measures.
- Facilitate case conferences as training for 150 Interior Officers (District and Village Heads and Subdistrict Administrative Organisation Officers) and multi-disciplinary teams (MDTs) of Protection Officers together with the women networks on how to strengthen survivor-centred approaches.
- Train and support 50 women leaders as para-counsellors to conduct trauma informed counselling, engage Interior Officers and SAOs to prevent GBV, provide referrals to Protection Officers, Public Prosecutors' Offices and document cases for policy influencing.
- Award grants to women and youth networks, with ongoing support provided throughout implementation.
- Support the women networks to advocate for six SAOs and six subdistrict peace councils (SPCs) to establish GBV reduction committees and to conduct participatory gender-responsive budgeting.
- Support the Women Networks to organize annual GBV reduction forums at the provincial and regional level to report women's protection measures improvement of relevant agencies.

### **Main activities for Output 2**

- Conduct participatory disaster risk assessments and GIS mapping with women, youth and SAOs in flood-affected areas.
- Facilitate trainings for 120 women and youth leaders and 4 SAOs on gender responsive disaster preparedness, climate adaptation and early warning systems.
- Establish and support eight community-based disaster response teams in 4 SAOs.
- Support nine women and youth networks to engage with SAOs and SPCs to influence the allocation of climate adaptation resources and improve planning for flood and climate-induced disasters.

### **Main activities for Output 3**

- WANITA Social Enterprise to provide training and funding to 20 women and youth groups to support formalisation of green and climate-smart enterprises.
- Facilitate the formalisation process for the green and climate-smart enterprises and public-private dialogues to promote inclusive partnerships for sustainability.
- Monitor business outcomes, facilitate peer learning and develop a recommendation paper based on the learning with WANITA, Business Associations and LAs.
- Together with the women and youth networks, SAOs and SPCs, organise national forums and an International Women's Day (IWD) event to celebrate and advance women and youth's leadership in GBV, disaster preparedness and economic empowerment.

### **Target groups:**

**Women Networks (4)** of approximately 1,200 members in Pattani, Yala, and Narathiwat, including 50 network leaders from six target subdistricts will be identified from the following entities: N-WAVE, Women's Economic Empowerment network; WANITA Social Enterprise, and Conflict-Affected Women Rehabilitation Foundation. **Youth Networks (5)** of approximately 120 members, including 25 leaders, Provincial and Subdistrict Youth Councils; Bannang Sata Disaster Response Youth Group and Raks Thai Youth's Economic Empowerment Network.

**Local Authorities:** SAOs (6+8+2) and Interior Officers (150), Provincial Public Prosecutors (3), SPCs (6),

**National Authorities:** Department of Women’s Affairs and Family Development, and the Department of Children and Youth of the Ministry of Social Development and Human Security (MoSDHS) (2), Thai Women Parliamentarian Caucus (1)

**Table 1. Geographic Area and Population Coverage**

| Region                    | District | Community | Total Households | Total Household Members |
|---------------------------|----------|-----------|------------------|-------------------------|
| Pattani, Yala, Narathiwat | 16       | 34        | 5,100            | 25,500                  |

**Table 2. Direct Participants, Target and Impact Groups**

| Key Participants  | Impact or Target Group  | No. Direct Participants <sup>1</sup>  |
|---|---|---|
| Women and youth network leaders and members<br>Local officers | 9 networks  | 1,320 members, including 120 women leaders, 15 female youth leaders, 15 male youth leaders.     |
| Local officers  | SAO, women and youth protection and interior officers, SPCs, agriculture and community development. | 150 protection officers (90 women, 60 men)<br>52 disaster reduction officers (20 women, 32 men) |
| Community members   | 34 communities  | 1,700   |

### Purpose, Objectives, and Rationale

The overall purpose of this multi-year consultancy work is to measure performance indicators of the project to track the progress towards outputs, outcome, and objectives. The specific objectives are:

1. To set baseline reference point for assessing changes (impact, outcome, outputs) in 2026.
2. To conduct mid-term evaluation of the intervention process and assess progress to inform necessary adjustments in the design, planning, and resourcing of activities in 2027.
3. To conduct summative evaluation to assess the extent to which outcomes have materialized and significance and relevance of the intervention, as well as impact that can be observed on the lives of the impact groups.

The baseline evaluation is planned to take place from 15 July – 15 September 2026. The mid-term review and the endline evaluation are planned in Q4 of 2027 and 2028 respectfully.

### Intended Users and Use

The evaluation findings and processes will be used and shared by relevant stakeholders, including Raks Thai and project partners, women and youth networks, and local authorities to improve the intervention for effectiveness and efficiency and support advocacy. The following table outlines the expected communications to be produced throughout the evaluation process, their purpose, intended users and who is responsible.

<sup>1</sup> Definitions of participants can be found at <https://bit.ly/Def4Participants>

**Table 3. Communication, Dissemination and Utilization Plan**

| Communication Format   | Purpose of Communication                     | User                               | Person Responsible   | Timing/ Dates | Notes |
|--|--|------------------------------------|----------------------|---------------|-------|
| Evaluation process update  | Keep informed about evaluation process       | Evaluation committee               | Evaluator            |               |       |
| Presentation   | Present preliminary findings                 | Project partners                   | Evaluator            |               |       |
| Presentation<br>Summary slide decks for different audiences<br>Evaluation Report | Present completed/final findings             | Project partners and target groups | Evaluator            |               |       |
| Evaluation Response Plan   | Document actions taken based on the findings | Project partners                   | Evaluation committee |               |       |

### Evaluation Questions, Indicators to be Measured and Methodology

The key questions that the evaluation will explore and try to answer, are:

1. How relevant is the intervention to the needs of women and youth, the target network leaders, and local authorities?
2. What is the baseline, mid-term, and endline values of the set indicators\* that demonstrate capacities and voice of women and youth networks to influence gender responsive policies and practices? Are there missing key qualitative indicators that should be added?
3. How effective and gender transformative is the intervention design? What are key gender issues and cultural norms that the project intends to address? How do these norms enable or disable women, men, boys, and girls differently? And how do they change over the course of the project?
4. What are outcomes, impacts, and sustainability that can be observed e.g. changing local processes for GBV response, disaster preparedness of the communities, and public and private investment on green businesses. (mid-term and endline evaluation only)
5. What are best practices and key lessons learned from the project? (mid-term and endline evaluation only)

\*The key outcome/impact indicators that the evaluation will measure, and disaggregation levels, are:

- I1 Number of grassroots CSOs benefiting from EU support
- I2 Number of local government policies, plans, and budgets developed or revised with CSOs
- O1 % of women and youth network representatives who report confidence in their own negotiation and communication skills with local authorities, disaggregated by gender and age
- O2 % of women and youth network representatives who have actively participated in formal decision-making spaces, disaggregated by gender and age
- O3 % of trained women and youth who have increased capability in GBV protection measures, disaster preparedness and climate resilience enterprises, disaggregated by gender and age
- OT1.1 Number of women and youth network leaders trained on GBV protection, disaggregated by gender and age

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- OT1.2 Number of local authorities trained in gender responsive GBV protection, disaggregated by gender and age
  - OT1.3 Number of multi-stakeholder dialogues/meetings between local authorities and women and youth networks focusing on GBV prevention and response mechanisms, disaggregated by gender and age
  - OT1.4 Number of local policy makers and budget holders (governors, SPCs, SAOs) participating in GBV change dialogues
  - OT1.5 Number of MPs, and private companies participating in CSOs capacity building and campaigns
  - OT1.6 Number of GBV protection plans or activities adopted, replicated, scaled up or funded by local administrations.
  - OT2.1 Number of women and youth network leaders trained in gender responsive disaster risk reduction and climate adaptation
  - OT2.2 Number of local authorities trained in gender responsive disaster preparedness and climate adaptation efforts
  - OT2.3 Number of community-based disaster response teams established and capacitated
  - OT2.4 Number of leaders of women and youth networks engaging with SAOs and SPCs for disaster preparedness plans
  - OT2.5 Number of local disaster preparedness plans are updated by local authorities to include gender responsive measures
  - OT3.1 Number of women and youth supported to develop or expand climate smart enterprises
  - OT3.2 Number of supported enterprises that are formalized and are generating revenue
  - OT3.3 Number of networking opportunities between women and youth entrepreneurs and SPCs, SAOs, and business associations

### Evaluation Design and Data Collection Methods

The evaluator/evaluation team should propose the design that is most appropriate for the purpose of the evaluation and the evaluation questions. The evaluator/evaluation team is responsible for getting approval on the design, from the evaluation committee organized by CARE.

#### Examples of evaluation designs

- **Experimental:** Comparison group randomly selected. Changes in the reference group vs the control group that has not received the project interventions. e.g. Randomized controlled trials (RCTs)
- **Quasi experimental:** Comparison groups not randomly selected. Changes for project participants before and after the intervention vs a comparison groups that did not attend the program e.g. propensity score matching.
- **Non experimental:** No comparison/control group. Changes for project participants compared over time e.g. baseline/endline.

**IMPORTANT:** A safeguarding risk assessment should be considered for identifying the possible barriers to participation in the evaluation (in particular for women and children), and harm and abuse, with mitigations plans and, where needed, resources allocated. Consideration should be given to the suitability of questions asked, how participants are selected to participate, required travel and location of the evaluation.

## Primary Data Collection and Sample Size

The collection of primary data is expected to be mixed methods. The evaluation team should propose the following methods and sampling techniques for the different stakeholders in the proposal:

**Table 4. specific methods and sampling technique for each method**

| Stakeholder | Data Collection Method | Sampling Method | Reference group for sample calculation | Sample size calculated |
|-------------|------------------------|-----------------|--|------------------------|
|             |                        |                 |  |                        |

The primary data collection process will include: describe the process in more detail here (note whether the evaluation will employ mobile data collection or paper questionnaires, if will there be a qualitative component of the evaluation, and, if so, what methods will be used. Consider whether piloting of data collection instruments is necessary and, if so, describe the process. Ensure the evaluator adopts responsible data management principles (e.g. consent).

## Secondary Data

The process to incorporate secondary data into the evaluation will include: desk review of project proposal, reports, research studies, the baseline report (if applicable), implementation plans, M&E/MIS data, policy documents, official statistics, and other relevant quantitative and qualitative secondary data that will support the evaluation process and findings.

## Comparability with Baseline

For Mid-term and endline evaluations, the evaluation questions, indicators, design and data collection methods should be comparable with baseline data/measurements/findings. All survey tools, sampling frames, data sets, final reports, and other methodology from the baseline will be available to the evaluator or evaluation team, to ensure consistency of data across measurements.

## Roles, Responsibilities, and the Evaluation Timeline

**Table 5. Roles and responsibilities on evaluation team(s)**

| Person/Unit/Organization | Activity  |
|--------------------------|---|
| Program Director         | Managing contract, quality assurance process, approve final products  |
| Project Manager          | Liason with the evaluation team, make logistical arrangements, facilitate use, present and disseminate findings |
| Field Team               | Facilitate field data collection, data collection   |

The following table delineates the timeline and milestones during the evaluation process.

**Table 6. Evaluation timeline and milestones.**

| Evaluation Milestone         | Month/week |
|------------------------------|------------|
| Evaluation proposal deadline | July 10    |
| Shortlist and interview      | July 15    |
| Contract                     | July 25    |
| Inception report             | Aug 10     |

| Evaluation Milestone     | Month/week          |
|--------------------------|---------------------|
| Baseline Data collection | August 20 – Sept 20 |
| Baseline progress Report | Sept 10             |
| Final Baseline Report    | Sept 30             |
| Mid-term review          | Nov – Dec 2027      |
| Endline Evaluation       | Oct – Dec 2028      |

## Deliverables

Key deliverables throughout the evaluation process include:

1. Evaluation Proposal
2. Inception Report
3. Progress Reports
4. Final Report – Draft and Final version, following [CARE’s standards for evaluation reports](#).
5. PPT Slide Deck of Evaluation Findings
6. Data sets and all supporting documents compiled or produced during the evaluation process, appropriately anonymized: quantitative data sets (raw and refined products), transcripts of qualitative data and others in an easy to read format, and maintain naming conventions and labelling for the use of key stakeholders.

The contract will be a deliverables-based contract, and final payment will be contingent on receiving the agreed deliverables in their final versions meeting acceptable quality standards from CARE.

Raks Thai reserves the right to cancel the contract for subsequent evaluations should the baseline evaluation does not deliver satisfactorily.

## Budget and Payment Schedule

The budget for this evaluation should not exceed 6,700 EUR for the baseline, 4,600 EUR for the mid-term, and 6,700 EUR for the endline. The evaluator/evaluation team is expected to provide a detailed budget, in line with the proposed design, methods and scope.

Payment schedule for each evaluation is as followed.

| Instalment | Milestone  |
|------------|--|
| 1st — 50%  | Contract signing AND written approval by RTF of Inception Report and Data Collection Instruments |
| 2nd — 30%  | Written approval by RTF of the Draft Report  |
| 3rd — 20%  | Written approval by RTF of the Final Report  |

## Requisites for Evaluators presenting a Proposal for this Terms of Reference

A technical and cost proposal based on the above Terms of Reference (ToR) is requested from the evaluator or evaluation team by July 10, 2026. Please send the proposal to Kasina Olarnriksupuck, Program Director, at [kasina@raksthai.org](mailto:kasina@raksthai.org), and [rtfpdo@raksthai.org](mailto:rtfpdo@raksthai.org)

The proposal should contain as minimum:

1. A detailed description of the overall evaluation design, in accordance to the ToR, especially the baseline evaluation.

2. Schedule of key activities preferably in a format such as a Gantt chart.
  - a. A specific of action for primary data collection work, indicating resources required
3. Detailed budget including a reasonable detail of budget required to cover all costs associated with the evaluation. Make sure to include evaluator’s fees (lead evaluator, technical experts, enumerators, translators, drivers, etc.), local travel, in-country lodging and per diem, materials, or any other related costs (e.g., translators of the report, meeting rooms for presentations, etc.)
4. Description of the evaluation team, with roles and responsibilities of the team leader, supervisory chain and other core members of the evaluation team. Include Updated CV of Team Leader and other core members of the Evaluation Team.
5. CVs of the team members or a profile of the consulting firm (if relevant)
6. A sample report of an evaluation the evaluator or evaluator team has conducted

## Annex

| <b>Criteria to Assess the Completeness and Quality of an Evaluation Proposal</b> |  |
|--|--|
| <b>Criteria</b>  | <b>Details</b>   |
| <b>1. Evaluation design and alignment with ToR</b>                               | <p><b>Alignment with the evaluation purpose and questions</b></p> <ol style="list-style-type: none"> <li>1) There is a clear description of:           <ol style="list-style-type: none"> <li>a) The type of evaluation (e.g. experimental, quasi-experimental, non experimental)</li> <li>b) The methods to be used (e.g. quantitative, qualitative, mixed methods)</li> <li>c) The main focus of the evaluation (e.g. coherence, impact, sustainability, etc.).<br/>               Tip: A single evaluation can rarely examine the relevance, coherence, effectiveness, efficiency, impact and sustainability of a project or initiative, at once. Make sure the evaluation type proposed has a realistic scope.</li> <li>d) The actors to be involved and their roles</li> <li>e) How the evaluation will answer the evaluation questions from the ToR</li> <li>f) How all the indicators required in the ToR will be measured, with the required disaggregation levels (sex, age, location, etc.) and comparability with previous measurements.</li> <li>g) How/If it will look at unintended outcomes, learning, failures.</li> </ol> </li> <li>2) There is mention to the limitations of the type of evaluation proposed.</li> <li>3) The evaluation proposed will examine gender aspects (e.g. impact by different groups, unintended consequences for different groups, etc.)</li> </ol> <p><b>Primary data collection</b></p> <ol style="list-style-type: none"> <li>1) The sampling method for the collection of data collection is clear</li> <li>2) There is mention to ethical elements and considerations for primary data collection</li> </ol> <p><b>Secondary data collection</b></p> <ol style="list-style-type: none"> <li>1) The sources for secondary data collection are well identified, even if not in full detail</li> </ol> <p><b>Deliverables and dissemination of results</b></p> <ol style="list-style-type: none"> <li>1) The evaluation proposal commits to all the expected deliverables from the ToRs, in the respective formats and for the respective audiences           <ol style="list-style-type: none"> <li>a. The final evaluation document will follow CARE’s template and quality criteria for evaluation reports.</li> <li>b. CARE will have ownership of final data sets. The evaluator will share them in formats accepted by CARE</li> <li>c. The proposal clearly outlines other presentations or dissemination options, as per the ToR</li> </ol> </li> </ol> |

|  |   |
|--|---|
| <b>2. Evaluation plan with key activities.</b> | 1) The overall evaluation plan is manageable within time requirements: process, due dates, responsibilities, and deliverables are clearly outlined.   |
| <b>3. Evaluation budget</b>                    | 1) The type of evaluation and evaluation activities proposed can be executed with the proposed budget<br>2) The budget clearly outlines all necessary costs, for instance:<br>a) Professional fees of evaluation leads, technical experts, enumerators, translators, drivers, etc.)<br>b) International and local travel<br>c) In-country lodging and per diem<br>d) Materials, or any other related costs (e.g., translators of the report, meeting rooms for presentations, etc.) |
| <b>4. Evaluation team</b>                      | 1) The composition skills and experience required are commensurate to the task (supported by CVs or profile of the evaluation firm)<br>2) There is a clear description of the evaluation team and their roles   |

### Responsible Data Management, Safeguarding and Data Ownership

- Ensure that the evaluation is compliant with necessary regulation, CARE standards, as well as with EU requirements.
- Consider the following elements:
  - Informed consent will be obtained from every person participating in the evaluation process. No children are participating.
  - Referral pathways are identified and documented, informing Raks Thai staff/partners how to respond to any disclosure of misconduct, or abuse, committed by Raks Thai staff and/or partners as part of the program delivery, or within the community. Prior to undertaking an evaluation, staff must be informed of how to recognise a disclosure of a safeguarding concern and to whom to report.
  - Quantitative datasets: should be submitted to Raks Thai, password protected. The data should be anonymized with all personal or identifying information removed.
  - Qualitative textual datasets or transcripts: The data should not be anonymized UNLESS suitable permission has been granted from the person who provided the data. In these circumstances, submit a record of the permission granted, for example a consent form.
  - Raks Thai must be provided with a final template of any surveys, interview guides, or other materials used during data collection. Questions within surveys should be assigned numbers and these should be consistent with variable labelling within final datasets.
  - In the case of tabular datasets variable names and variable labels should be clear and indicative of the data that sits under them. Additionally, the labelling convention must be internally consistent and a full codebooks/data dictionary must be provided.
  - All temporary or dummy variables created for the purposes of analysis must be included in the datasets. All output files including calculations, and formulae used in analysis should be provided along with any Syntax developed for the purposes of cleaning.
  - All datasets should be submitted in one of Raks Thai's acceptable formats:

| Type of data                         | Acceptable formats   |
|--------------------------------------|--|
| Tabular data with extensive metadata | <ul style="list-style-type: none"> <li>• Formats of statistical packages: SPSS (.sav), Stata (.dta), MS Access (.mdb/.accdb)</li> <li>• SPSS portable format (.por)</li> </ul> |

|  |  |
|--|--|
| Tabular data with minimal metadata     | <ul style="list-style-type: none"> <li>• tab-delimited file (.tab)</li> <li>• delimited text with SQL data definition statements</li> <li>• comma-separated values (.csv)</li> <li>• delimited text (.txt) with characters not present in data used as delimiters</li> <li>• widely-used formats: MS Excel (.xls/.xlsx), MS Access (.mdb/.accdb), dBase (.dbf), OpenDocument Spreadsheet (.ods)</li> </ul> |
| Geospatial data vector and raster data | <ul style="list-style-type: none"> <li>• ESRI Shapefile (.shp, .shx, .dbf, .prj, .sbx, .sbn)</li> <li>• Geo-referenced TIFF (.tif, .tfw)</li> <li>• CAD data (.dwg)</li> <li>• Geography Markup Language (.gml)</li> <li>• ESRI Geodatabase format (.mdb)</li> <li>• MapInfo Interchange Format (.mif) for vector data</li> <li>• binary formats of GIS and CAD packages</li> </ul>                        |
| Textual data                           | <ul style="list-style-type: none"> <li>• Hypertext Mark-up Language (.html)</li> <li>• Widely-used formats: MS Word (.doc/.docx)</li> <li>• Rich Text Format (.rtf)</li> <li>• Plain text, ASCII (.txt)</li> <li>• Extensible Mark-up Language (.xml) text according to an appropriate Document Type Definition (DTD) or schema</li> </ul>   |
| Image                                  | <ul style="list-style-type: none"> <li>• JPEG (.jpeg, .jpg, .jp2) if original created in this format</li> <li>• GIF (.gif)</li> <li>• TIFF other versions (.tif, .tiff)</li> <li>• RAW image format (.raw)</li> <li>• Photoshop files (.psd)</li> <li>• BMP (.bmp)</li> <li>• PNG (.png)</li> <li>• Adobe Portable Document Format (PDF/A, PDF) (.pdf)</li> <li>• TIFF 6.0 uncompressed (.tif)</li> </ul>  |
| Audio                                  | <ul style="list-style-type: none"> <li>• Free Lossless Audio Codec (FLAC) (.flac)</li> <li>• MPEG-1 Audio Layer 3 (.mp3) if original created in this format</li> <li>• Audio Interchange File Format (.aif)</li> <li>• Waveform Audio Format (.wav)</li> </ul>   |
| Video                                  | <ul style="list-style-type: none"> <li>• MPEG-4 (.mp4)</li> <li>• OGG video (.ogv, .ogg)</li> <li>• motion JPEG 2000 (.mj2)</li> <li>• AVCHD video (.avchd)</li> </ul>   |