



TERMS OF REFERENCE FINAL PROGRAMME EVALUATION

Type of Contract: Consultancy

Based in: BORDJ BOU ARRERIDJ ALGERIA

Consulting days: 15 DAYS

Time period : 15 JANUARY AU 29 JANUARY 2020

Application Deadline: 31 DECEMBER 2019

1. Background

The multi-donor Fund for Gender Equality (FGE) of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was launched in 2009 to fast track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants directly to women's organizations in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world.

With generous support from the Governments of Spain (founding donor), Switzerland, Germany, Japan, Israel, Chanel Foundation, L'Occitane Foundation, Angelica Fuentes Foundation, Tupperware, JP Morgan Chase, Esprit, UN Women National Committees from Singapore, United States and Germany, Grantees of the Fund continue to implement high-impact, innovative initiatives to spur the realization of the Sustainable Development Goals (SDGs) by boosting women's economic empowerment and political participation and leadership. The latest cycle of funded programmes started implementation in January 2016 across six regions – namely, East and Southern Africa, West and Central Africa, Americas and the Caribbean, Arab States, Asia and the Pacific, and Europe and Central Asia.

The Fund provides grants on a competitive basis directly to civil society organizations to transform legal commitments into tangible actions that have a positive impact on the lives of women and girls around the world. Its mandate seeks to further the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Security Council Resolutions 1325 and 1820, the (SDGs), and regional agreements such as the Protocol on the Rights of Women in Africa and the Belen do Para, among others.

Across these grants, the Fund advances two major inter-related programme priority areas:

- Grants awarded for **women's economic empowerment** seek to substantially increase women's access to and control over economic decision-making, land, labor, livelihoods and other means of production and social protections, especially for women in situations of marginalization.
- Programmes focused on **women's political empowerment** aim to increase women's political participation and good governance to ensure that decision-making processes are participatory, responsive, equitable and inclusive, increasing women's leadership and influence over decision-making in all spheres of life, and transforming gender equality policies into concrete systems for implementation to advance gender justice.

Since its launch in 2009, the Fund has delivered grants of US \$64 million to 121 grantee programmes in 80 countries, touching the lives of more than 10 million direct beneficiaries, and has strengthened the capacities of 134 organizations. Awarded programmes reflect a range of interventions in commitments to gender equality laws and policies and embody unique combinations of strategies, partnerships and target beneficiaries.

2. Description of the Intervention

The programme entitled “**Self-promotion of vulnerable groups (women and girls) by the creation of income-generating activities in Bordj Bou Arreridj**” is an FGE-supported Implementation programme being undertaken in **ALGERIA**. It commenced on **01/03/2016** and is scheduled for completion on **31/12/2019**. Its overall budget is USD **375 000**.

Please include a brief description of the situation analysis/country context.

In Algeria, women rarely have access to resources that would make their work more productive and relieve them of some of their hard work. In the end, it is not only women, who are penalized, but also their families, their communities and the local economy.

Rural women have many roles, and their responsibilities and knowledge are different from those of men. In the fields, they plant, weed, harvest, and care for livestock. In their homes, they take care of the children and the household, prepare meals and manage household affairs. In addition to their many tasks, they spend long hours bringing back water and collecting firewood.

Yet despite their many responsibilities, women have significantly less access to the resources and services they need to increase productivity and income and ease their burden of household chores. Women are handicapped by lack of education, unequal property rights and almost impossible access to resources. Each of their activities requires long hours of labor, which reduces their ability to improve their income. The prosperity and growth of poor communities therefore requires meeting the needs of women and respecting their rights. At a time when peasant agriculture is undergoing accelerated change as a result of trade, globalization, climate change, new technologies and migration flows, it is essential to recognise the leading role played by women in agriculture. Women need support to learn how to adapt to these transformations and seize new opportunities.

Our project proves that investing in women can produce significant improvements in productivity and food security. Entire communities benefit from the social and economic benefits of women's access to land, water, education, training, financial services and an organized civil society.

This programme aims to Goal.

Rural widowed and divorced women in the Communities of Rabta, El K'sour and Djaâfra in the Wilaya of Bordj Bou Arreridj enjoy their socioeconomic rights (Article 31a and Article 3 of the ICESCR)

The programme has 4 key outcomes:

- Outcome 1: The knowledge and skills of local policymakers and players in the Communities of Rabta, El K'sour and Djaâfra are improved with respect to women's socioeconomic rights and their implementation.
 - Outputs 1: Strengthening the mobilization of 30 local actors, including presidents of assemblies, directors, agricultural and forestry officers in the three communities (Rabta, El K'Sour and Djaâfra) for the socioeconomic rights of women and their implementation through the organization of awareness workshops.
 - Outputs 2: Enhancing the capacities of 10 women's associations in the three communities of Rabta, El K'sour and Djaâfra, to be implemented by El Ghaith through the organization of training cycles and capacity-building workshops.

- Outputs 3: Strengthening the ownership and level of involvement of male and female beneficiaries to advocate for the socio-economic empowerment of women through the organization of focus groups for the men living in the communities of Rabta, El K'sour and Djaâfra
- Outcome 2: The knowledge and capacities of poor and vulnerable rural widowed, divorced women and female heads of households living in the Communities of (Rabta, El K'sour and Djaâfra) are improved for their socioeconomic empowerment.
 - Outputs1 Improved access for 150 widowed, divorced and household-head women from the municipalities of Rabta, El K'sour and Djaâfra to agricultural, forestry and water services by organising information sessions
 - Outputs2 Capacity-building for 150 widowed, divorced women and female heads of households in the communities region of (Rabta , El K'sour and Djaâfra) in the area of good practices, new agricultural techniques, and income-generating activities.
 - Outputs3 Developing a supportive and monitoring system for the 150 widowed, divorced women and female heads of households in the communities of (Rabta, El K'sour and Djaâfra) to enable them to access banking services and funds necessary to promote their income-generating activities.
- Outcome 3: Economic empowerment of 150 widowed, divorced women and female heads of households in the Communities of (Rabta, El K'sour and Djaâfra) through the development of environmentally sensitive breeding activities, tailored to the economic context and income-generating activities.
 - Outputs 1Ensuring that the 150 widowed, divorced women and female heads of households in the communities of (Rabta, El K'sour and Djaâfra) have the means and the capital (land plot, water, space) needed to start their environmentally sensitive breeding activities, that are tailored to the economic context and income-generating.
 - Outputs2 Developing a monitoring system for income-generating activities to ensure their proper operation and sustainability, especially through the creation of a microcredit mechanism
 - Outputs 3Administrative, technical and financial support for the creation of solidarity structures managed by women to enable the joint management of products processing and the sustainability of agricultural activities.
- Outcome 4: 500 women from two UN women programmes master the management of the 3 units and transform their products into quality and hygienic foods that are very appreciable to compete in local and external markets
 - **Outputs1** Building the organisation's capacity in unit management
 - **Outputs2** The start of the units by a group of leading women
 - **Outputs3** Unit products compete in local markets
 - **Outputs4** the government's policy of "de-interest" is to ensure that the government's policy of "equality" is not a political one.

Assumptions:

The programme is being implemented by El Ghaith Association/s in close cooperation with PARTNERS. The management Structure of the Lead Organization (and Co-Lead- if applicable) consists of Structure

3. Purpose and Use of the Evaluation

FGE was established as a bold investment in women's rights, testing a more focused and better-resourced modality for catalyzing and sustaining gender equality and efforts. Its founding Programme Document sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant programme and to contribute to global know-how in the field of gender equality. Undertaking Strategic Final Evaluations of programmes are a vital piece of this mandate. The main purposes of a final evaluation are the following:

Accountability:

- Provide credible and reliable judgements on the programmes' results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including FGE donors, UN Women, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other actors.

Learning:

- Identify novel/unique approaches to catalyse processes toward the development of gender equality commitments.
- Identify particular approaches and methodologies that are effective in meaningfully and tangibly advancing women's economic and political empowerment.

Improved evidence-based decision-making:

- Identify lessons learned from the experience of grantees in order to influence policy and practice at national, regional and global levels.
- Inform and strengthen UN Women's planning and programming by providing evidence-based knowledge on what works, why and in what context.

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) is the ideal opportunity to set an agenda for the future of the programme or some of their components (sustainability) through a Management Response. It is also an excellent platform to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level.

The evaluator will provide inputs for the Reference Group (*see section 7 for more information*) to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

4. Scope and Objectives of the Evaluation

The unit of analysis or object of study for this evaluation is the programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the programme document and in associated modifications made during implementation. The geographic area of intervention evaluated is BORDJ BOU ARRERIDJ

The **timeframe** of the evaluation will cover from the period of conceptualization and design to the moment when the evaluation is taking place.

The evaluation will assess:

1. To what extent the programme has contributed to solve the needs and problems identified in the design phase.
2. To what extent the programme was efficiently implemented and delivered quality outputs and outcomes, against what was originally planned or subsequently officially revised.
3. To what extent the programme has attained development results to the targeted population, beneficiaries, participants -whether individuals, communities, institutions, etc.-, therefore improving economic empowerment of women in BORDJ BOU ARRERIDJ.

5. Evaluation Criteria, Questions and Methodological Approach

Following the UN Women Evaluation Policy and United Nations Evaluation Group guidelines, evaluations are often organized around the standard OECD evaluation criteria, which are relevance, effectiveness, efficiency, impact and

sustainability of the programmes. Each evaluation must integrate gender and human rights perspectives throughout each of these areas of analysis and within its methodology¹. This is particularly important to understand and assess programmes addressing complex, intersectional issues in women's rights.

The evaluation should be answering the following questions (please choose some questions from the list below. Note that you do not need to respond to all the questions under the 5 criteria; customize according to the programme's needs and characteristics in coordination with the Reference Group Members. Try to choose a limited number under each evaluation criteria and add any information that would make the questions as specific to the programme as possible. You can also add new questions):

Relevance:

- Are the programme outcomes addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the programme contribute to shaping women's rights priorities?
- Do the activities address the problems identified?
- What rights does the programme advance under CEDAW, the Millennium Development Goals and other international development commitments?
- Is the programme design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

Effectiveness:

- To what extent is the programme design coherent with UN Women strategic plan and its priorities?
- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- Were there any unexpected results /unintended effects (negative or positive)?
- What are the reasons for the achievement or non-achievement?
- To what extent are the intended beneficiaries participating in and benefitting from the project?
- Does the programme have effective monitoring mechanisms in place to measure progress towards results?
- To what extent have the objectives been achieved, and do the intended and unintended benefits meet the needs of disadvantaged women?
- What are the changes produced by the programme on legal and policy frameworks at the national and regional level?
- To what extent have capacities of duty-bearers and rights-holders have been strengthened as a result of the programme?
- To what extent have capacities of gender equality advocates have been enhanced as a result of the programme?
- To what extent and in what ways did the programme contribute to the goals set by UN Women at the country and global levels?

Efficiency:

- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What measures have been taken during planning and implementation to ensure that resources were efficiently used?
- Have the outputs been delivered in a timely manner?
- Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?

¹ Please see ["Integrating human rights and gender equality in Evaluation: towards UNEG guidance"](#) (available in English, Spanish, French and Arabic)

- To what extent are the inputs and outputs equally distributed between different groups of women, and have the potentials of disadvantaged women (poor, racial, ethnic, sexual, ethnic, and disabled groups) been fully utilized to realize the outcomes?
- How does the programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

Sustainability:

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?
- Is the programme supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?
- Are requirements of national ownership satisfied?
- What operational capacity of grantees, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?
- What adaptive or management capacities of grantees, such as learning, leadership, programme and process management, networking and linkages have been supported?
- Do grantees have the financial capacity to maintain the benefits from the programme?

Impact²:

- What are the intended and unintended, positive and negative, long term effects of the programme?
- To what extent can the changes that have occurred as a result of the programme be identified and measured?
- To what extent can the identified changes be attributed to the programme?
- What are the positive and negative changes produced directly or indirectly by the programme on the opportunities of different groups of women, and on the socioeconomic conditions of their localities?
- What is the evidence that the programme enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?
- To which extent efforts have been successful to stop harmful and discriminatory practices against women?

The evaluation will use methods and techniques as determined by the specific needs of information, the availability of resources and the priorities of stakeholders³. The consultant is expected to identify and utilize a wide range of information sources for data collection (documents, filed information, institutional information systems, financial records, monitoring reports, past evaluations) and key informants (beneficiaries, staff, funders, experts, government officials and community groups).

The consultant is also expected to analyse all relevant information sources and use interview and focus group discussions as means to collect relevant data for the evaluation, using a **mixed-method approach** that can capture qualitative and quantitative dimensions. The methodology and techniques (such as a case study, sample survey, etc.) to be used in the evaluation should be described in detail in the inception report and in the final evaluation report and should be linked to each of the evaluation questions in the Evaluation Matrix. When applicable, a reference should be made regarding the criteria used to select the geographic areas of intervention that will be visited during the country mission.

The methods used should ensure the **involvement of the main stakeholders** of the programme. Rights holders and duty bearers should be involved in meetings, focus group discussions and consultations where they would take part actively in providing in-depth information about how the programme was implemented, what has been changed in their status and

² Measuring impact is very difficult and may not be possible to do for many evaluations, as it is very dependent on baseline information collected, when the project was initiated and ended, and the timing of the evaluation. Bearing this in mind, please keep only those questions that could be answered by the evaluation.

³ For guidance on methods and how to incorporate a human rights and gender equality perspective please check http://www.unifem.org/evaluation_manual/wp-content/uploads/2010/02/Evaluation-Methods-for-GE-HR-Responsive-Evaluation.pdf

how the programme helped bring changes in their livelihoods. The evaluator will develop specific questionnaires pertinent to specific group of stakeholders and their needs and capacities (for example, illiteracy needs to be factored in, or language barriers). When appropriate, audio-visual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation.

6. Management of the Evaluation

The consultant will be under contract with EL GHAITH. The evaluation will be managed by EL GHAITH, and co-managed by FGE team- Regional Programme Specialist for Arab States, while supported by the FGE Focal Point in country, whom will jointly select the evaluator(s) through applying a fair, transparent, and competitive process. The co-managers will be responsible for ensuring that the evaluation process is conducted as stipulated, promoting and leading the evaluation design, coordinating and monitoring progress.

The evaluation consultant will be responsible for his/her own office space, administrative and secretarial support, telecommunications, and printing of documentation. The evaluation consultant will be also responsible for the implementation of all methodological tools such as surveys and questionnaires.

7. Reference Group and Stakeholder Participation

A Reference Group (RG) is meant to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings. It includes members from the programme organization (Lead and Co-lead organizations), relevant government and CSO stakeholders, UN Women Country Office and/or Regional Office and FGE Secretariat.

The role of the evaluation Reference Group will extend to all phases of the evaluation, including:

- Identifying information needs, customizing objectives and evaluation questions and delimiting the scope of the evaluation (TOR).
- Facilitating the participation of those involved in the evaluation design.
- Providing input on the evaluation planning documents.
- Facilitating the consultant's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods.
- Monitoring the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention.
- Developing and implementing a management response according to the evaluation's recommendations.
- Disseminating the results of the evaluation, especially among the organizations and entities within their interest group.

In addition, a Broad Reference Group (BRG) will be constituted. The role of the BRG will include receiving and reviewing key evaluation deliverables such as the Inception Report and Draft Final Report and providing input on these evaluation deliverables as needed, disseminating the results of the evaluation, especially among the organizations and entities within their interest group.

8. Evaluation Deliverables

The consultant is responsible for submitting the following deliverables:

Deliverable	Description	Date Due
Inception Report	<p>This report will be completed after initial desk review of program documents. It will include:</p> <ul style="list-style-type: none"> • Introduction • Background to the evaluation: objectives and overall approach • Identification of evaluation scope • Main substantive and financial achievements of the programme • Description of evaluation methodology/methodological approach (including considerations for rights-based methodologies), data collection tools, data analysis methods, key informants, an Evaluation Questions Matrix, Work Plan and deliverables • Criteria to define the mission agenda, including “field visits” <p>This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers.</p>	15/01/2020
PowerPoint presentation of preliminary findings to RG	It will be presented after field work is completed. This will include presentation of the standalone Sustainability Plan.	DATE 20/01/2020
Final Evaluation Report:	<p>It will be 20 pages maximum in length and will include:</p> <ul style="list-style-type: none"> • Cover Page • Executive summary (maximum 2 pages) • Programme description • Evaluation purpose and intended audience • Evaluation methodology (including constraints and limitations on the study conducted) • Evaluation criteria and questions • Findings and Analysis • Conclusions • Recommendations (prioritized, structured and clear) with an action oriented sustainability plan. • Lessons Learnt • Annexes, including interview list (without identifying names for the sake of confidentiality/anonymity) data collection instruments, key documents consulted, TOR, RG members, etc. The Annexes will include a standalone sustainability plan that will be discussed, reviewed and agreed on with GRANTEE team and FGE. 	<p>Initial draft: DATE 25/01/2020</p> <p>Final approval: DATE 29/01/2020</p>

	<p>An executive summary will include a brief description of the programme, its context and current situation, the purpose of the evaluation, its intended audience, its methodology and its main findings, conclusions and recommendations. The Executive Summary should “stand alone” and will be translated to ensure access by all stakeholders if needed.</p> <p>A draft final report will be shared with the evaluation RG for final validation. The final report will be approved by the FGE Secretariat.</p>	
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The evaluation stages will comprise the following:

ACTIVITY	TASK	RESPONSIBLE PARTY	DELIVERABLES
Starting the process	- Complete Évaluabilité Assessment and Stakeholder Assessment	FGE FP	- Evaluability Assessment complete - Stakeholder Assessment complete
	- Develop Evaluation budget with allocated funds (keep in mind any knowledge products that could be useful for sustainability) - Designate an Evaluation Task Manager within organization, who will be responsible for managing the evaluation process and liaising regularly with the evaluation consultants to ensure the efficiency and quality of deliverables and final report. - Refine and post TORs for national evaluation consultant - Tailor evaluation timeline as appropriate	Grantee	- Evaluation budget with allocated funds - Tailored timeline - Designate an Evaluation Task Manager
Launching MTE	- Initial assessment and selection of evaluation consultants according to UNWomen's procedures by grantee - Ratification of selection process and selected consultant by FGE Focal Point and FGE Secretariat - Contract consultants (Nb. withhold final payment until validation of the final report). - Establish Core and Broad Reference Group	Grantee, FGE Focal Point and FGE Secretariat	- Consultants contracted - Core Reference Group with TORs and timeline of participation
Develop Inception Phase	- Conduct an initial desk review of documents and information. - Conduct brief interviews (via Skype or phone) with key stakeholders to refine the evaluation scope and methodology. - Develop the evaluation methodology including a detailed evaluation question matrix - Plan field visits as needed	Consultant	Inception Report, including: - Evaluation methodology - Evaluation Questions Matrix - Criteria for selection of field visits & recommendation with justification - Detailed Work Plan
Review Inception report	- Inception Report will be reviewed and validated	Core Reference Group, Evaluation Task Manager, FGE FP	- Input on Inception Report draft and matrix provided - Finalized inception report created
Data Gathering & Analysis Phase	- More in-depth review and analysis of data including existing baseline data - Conduct field visits as needed. - Collect survey data from beneficiaries and FGE and programme stakeholders. - Conduct in-depth interviews with partner organizations, stakeholders, FGE and UN Women Staff, and others as necessary.	Consultant	Presentation of preliminary findings (from over-all evaluation process and key findings from field visits) to Core Reference Group, Evaluation Task Manager, and the Secretariat Evaluation Task Manager.
Preparation of Final Report	- Draft final report (1 week) and submit to feedback and input from Core & Broad Reference Groups	Consultant	Final Evaluation Report, including - 1 page Executive Summary - Main Findings and lessons learned - Set of action-oriented recommendations for the grantee and FGE.

			Final report should be in the reporting language of the grantee or English (preferably)
Review Final report	- Final Report will be reviewed and validated	Core Reference Group, FGE FP and M&Rs/EV Specialist -as appropriate.	- Final Report Feedback Form completed - Finalized Final report drafted
Submit Final Report	- Revise reports to take into account recommendations, input, and submit final report to grantee (1 week).	Consultant	- Final Report
Approval of FINAL REPORT	- Submit for the approval of FP and FGE	FP and FGE	- FINAL approved Report

The proposed evaluation timetable is: **Grantee to complete**

Activity	Responsible	YEAR												
		Month				Month				Month				
		W1	W2	W3	W4	W1	W2	W3	W4	W5				
1. Preparation Phase														
Finalization of TORs	Grantee													
Creation of Reference Group(s)	Grantee/ FPs													
Procurement Process for Selecting Evaluation Team	Grantee													
Proposals Review and Selection of Evaluation Team (ET)	Grantee/Reference Group													
Contractual Process: contract signature DATE	Grantee													
2. Evaluation Phase														
Starting Date of ET 08/07/2014	Evaluation Team (ET)													
Inception Phase: Document Review and Interviews (1-2 weeks)	ET													
Draft Inception Report - meeting presentation: [DATE]	Team Leader (TL)													
Review and Feedback:[DATE]	Reference Group													
Final Inception Report : [DATE]	(TL)													
Data Gathering and Analysis: Doc Review/Interviews/Missions (2-3 weeks)	Grantee													
Presentation of initial results and oral feedback : DATE	Grantee/Reference Group													
Preparation of Final Report Phase (1-3 days)	ET													
Submission of Draft Final Report and first payment: DATE	TL													
Review and Feedback: DATE	CRG													
Submission Final Report: DATE	TL													
Final approval by UNW/FGE: DATE	FGE Secretariat/Program Specialist Arab States													
Final Payment upon UNW/FGE approval	Grantee													

9. Evaluation Report Quality Standards (extract from UNEG standards) ⁴

The following UNEG standards⁵ should be taken into account when writing all evaluation reports:

- The **final report should be logically structured, containing evidence-based findings**, conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16).

⁴ You may also find useful [guidance](#) on aspects to take into account in order to ensure a quality evaluation report at the MDG Achievement Fund website.

⁵ See UNEG Guidance Document "[Standards for Evaluation in the UN System](#)", UNEG/FN/Standards (2005).

- **A reader of an evaluation report must be able to understand:** the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)
- In all cases, evaluators should strive to **present results as clearly and simply as possible** so that clients and other stakeholders can easily understand the evaluation process and results.(S-3.16)
- **The level of participation of stakeholders in the evaluation** should be described, including the rationale for selecting that particular level. (S-4.10)
- **The programme being evaluated should be clearly described** (as short as possible while ensuring that all pertinent information is provided). It should include the purpose, logic model, expected results chain and intended impact, its implementation strategy and key assumptions. Additional important elements include the importance, scope and scale of the programme; a description of the recipients/ intended beneficiaries and stakeholders; and budget figures. (S-4.3)
- The **role and contributions of the UN organizations and other stakeholders** to the programme being evaluated should be clearly described (who is involved, roles and contributions, participation, leadership). (S-4.4)
- **In presenting the findings, inputs, outputs, and outcomes/ impacts should be measured to the extent possible (or an appropriate rationale given as to why not).** The report should make a logical distinction in the **findings, showing the progression from implementation to results with an appropriate measurement** (use benchmarks when available) and analysis of the results chain (and unintended effects), or a rationale as to why an analysis of results was not provided. Findings regarding inputs for the completion of activities or process achievements should be distinguished clearly from outputs, outcomes. (S-4.12)
- Additionally, reports should **not segregate findings by data source.** (S-4.12)
- **Conclusions need to be substantiated by findings** consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. (S-4.15)
- **Recommendations should be firmly based on evidence and analysis,** be relevant and realistic, with priorities for action made clear. (S-4.16)
- **Lessons, when presented, should be generalized beyond the immediate subject being evaluated** to indicate what wider relevance they might have. (S-4.17)

10. Required Skills

Education:

- A Masters or higher level degree in International Development or a similar field related to political and economic development, etc.

Work Experience:

- A minimum of 5 years' relevant experience undertaking evaluations is required.
- Substantive experience in evaluating similar development projects related to local development and political and economic empowerment of women.
- Substantive experience in evaluating projects with a strong gender focus is preferred.
- Experience working in ALGERIA is preferred.
- Experience working on gender, added value of expertise in undertaking gender-sensitive evaluations.

Language Requirements:

- Excellent English writing and communication skills are required.
- Working knowledge in one of the official languages of COUNTRY (Arabic) is strongly preferred. Consultants without language skills are encouraged to partner with a local consultant.

11. Proposal

The consultant(s) is required to submit a proposal of maximum 3 pages, which must include the following items:

- Summary of consultant experience and background.

- List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.
- Brief summary of the proposed methodology for the evaluation, including the involvement of the Reference Group and other stakeholders during each step.
- Proposed process for disseminating the results of the evaluation.
- Team structure, roles and responsibilities and time allocation if applicable.

The following items should be included as attachments (not included in the page limit):

- Detailed work plan.
- CV for consultant, and other team members if applicable.
- At least **three sample reports** from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (*highly recommended*).
- Detailed budget.

The budget must include all costs related to the following items:

- The consultant's time, and the time of any other team members (e.g. local consultant). The day rate for the consultant and all team members should be clearly specified.
- Transport costs, accommodation costs and per-diems for the consultant and any other team members to travel to/from COUNTRY and within COUNTRY.
- Communication costs, office costs, supplies and other materials.

The organization commissioning this evaluation has budgeted for the following items (please confirm):

- Participation of beneficiaries in evaluation activities (e.g. transport and refreshment costs for focus group discussions).
- Participation of the Reference Group in evaluation activities (e.g. meeting costs).
- Translation costs of the full report and/or executive summary when this would facilitate dissemination among targeted population).
- Dissemination of the results of the evaluation to stakeholders on the basis of the evaluator's proposal and in agreement with the Reference Group.

12. Ethical Code of Conduct⁶:

The evaluation of the programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the manager of the evaluation. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.

⁶ Please review <http://www.unevaluation.org/ethicalguidelines>

- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

Proposals should be emailed to elghaithsolid@yahoo.fr avant le 31 décembre 2019 à 14h00.