**PAX on behalf of the Strengthening Civil Courage alliance
is seeking a consultancy firm / institution for
A Baseline, Mid-term and End Evaluation
(BME-evaluation) of its programme
(deadline April 9, 2021)**

The Strengthening Civil Courage (SCC) programme is funded under the [Policy Framework Strengthening Civil Society](#) of the Dutch Ministry of Foreign Affairs, specifically through the Power of Voices Partnerships grant instrument. The alliance has entered a strategic partnership with the Ministry for the period 2021-25. The Alliance consists of ABAAD (Lebanon), Amnesty International (Netherlands), DefendDefenders (Uganda), And PAX (Netherlands). PAX is the lead organisation of the Alliance.

The Strengthening Civil Courage alliance programme will be implemented in the period January 2021-December 2025. The programme is implemented in 11 countries in Africa and the Middle East: Ethiopia, Kenya, South Sudan, Sudan, Burundi, DR Congo, Iraq, Lebanon, Palestinian Territories, Syria and Yemen; and in one (1) region: Sahel (Mali, Burkina Faso, Niger). The programme also includes projects at the international level, not directly linked to a specific country programme. The total budget for the Strengthening Civil Courage programme is €57 million.

The strategic objective of the Strengthening Civil Courage programme is:

MORE EQUAL POWER RELATIONS FOR INCLUSIVE PEACE AND JUSTICE

The alliance aims to achieve the strategic objective through four intervention strategies with the following specific objectives:
- Less suppression of civic space
- More effective efforts of society and authorities to pursue peace and human rights
- More equal gender roles and relationships and transformation of harmful gender norms
- Less impact of external stress factors that harm peace and justice.

See the Terms of Reference (below) for more details.

The BME evaluation should preferably begin in May 2021 with a baseline (report due October 1st, 2021). The mid term is planned for May – July 2023 (report due October 1st 2023), the end evaluation for September – December 2025 (report due March 1st 2026).

We are looking for a consultancy firm / academic institution meeting the following requirements:

Individually	Collectively
• Degree or master's qualification or equivalent experience in a relevant subject. • For the team leader: strong track record in managing similar evaluation processes. • Proven experience of conducting similar assignments, including in conflict and post-conflict contexts.	• Knowledge of and experience in the thematic areas and geographical regions of the programme. • Knowledge of and experience with monitoring and evaluation of partnerships. • Knowledge and experience with theories of change and outcome harvesting.

Individually	Collectively
• Expertise and affinity with gender-responsive and utilization-focussed evaluations. • Proficiency in quantitative and qualitative methods of data collection and analysis • Excellent report writing and analytical skills, including proven ability to formulate concise, actionable recommendations. • Cultural sensitivity and good communication skills	• Training and coaching skills. • Strong remote facilitation and coordination skills. • Ability to work with English, French and Arabic speaking people. • Diverse team composition.

Interested applicants are invited to submit a proposal containing:
• A technical proposal (BME evaluation as a whole, baseline, risk assessment, quality control)
• Team qualifications, through CVs of the team leader, the team members involved in the baseline and the most probable team members involved in the mid term and end evaluations.
• Fees and costs (lump sum for the BME evaluation as a whole and detailed for the baseline)
• The names and contact details for two recent references (PAX may ask for examples of previous work after reviewing the application materials)

The budget ceiling for the BME evaluation is € 300.000 (including VAT).

Interested parties are invited to express their interest to submit a proposal and raise questions, if any, before March 26, 2021, EOB. The week thereafter, the interested parties will receive answers to the questions raised. The proposals for the applicants are expected on or before April 9, 2021, 17:00 CET. Shortlisted candidates will be invited for an online interview in week 16.

Applicants can use the following email-address: SCCevaluatie@paxforpeace.nl.

Terms of Reference
Baseline, Mid-term and End Evaluation
Strengthening Civil Courage programme

This ToR covers three different processes at three moments during the lifetime of the Strengthening Civil Courage programme: the baseline (2021), mid-term review (2023) and end evaluation (2025), together the BME. This ToR is for the BME evaluation as a whole. The BME evaluation is commissioned by PAX, the lead organisation of the Strengthening Civil Courage alliance.

1 Introduction

1.1 The Strengthening Civil Courage alliance

The Strengthening Civil Courage (SCC) alliance is formed by: ABAAD, Amnesty International Netherlands, DefendDefenders and PAX. Together, the alliance represents decades of experience in protecting and strengthening civic space; in working on gender equality; in supporting activists and youth leaders working on peace and human rights; and in pushing for international regulation of external stress factors.

ABAAD: Resource Center for Gender Equality
Based in: Beirut, Lebanon Mission: to advocate for the development and implementation of policies and laws that enhance women's effective participation, through a rights-based approach that will bring about tangible change to gender justice.
Amnesty International Netherlands
Based in: Amsterdam, Netherlands Mission (of AI worldwide): to undertake research and action focused on preventing and ending grave violations of human rights.
DefendDefenders
Based in: Kampala, Uganda Mission: To enhance the safety and capacities of human rights defenders in the African region for greater resilience and effective fulfilment of their mandates.
PAX
Based in: Utrecht, the Netherlands Mission: to protect civilians from armed conflict, to end armed conflict and to contribute to peaceful and just societies.

PAX is the lead organisation of the alliance.

1.2 The Strengthening Civil Courage Programme (2021-2025)

The Strengthening Civil Courage (SCC) programme is funded under the Policy Framework Strengthening Civil Society of the Dutch Ministry of Foreign Affairs, specifically through the Power of Voices Partnerships grant instrument. The alliance has entered a strategic partnership with the Ministry for the period 2021-25.

The Power of Voices instrument has as its objective to strengthen civil society organisations in their lobby and advocacy roles. Core components of the scheme are: civic space; gender equality and inclusion; lobby and advocacy; more local ownership; flexibility; mutual capacity development; and innovation. Power of Voices is part of the Ministry's Theory of Change Strengthening Civil Society.

The Strengthening Civil Courage alliance programme will be implemented in the period January 2021-December 2025[1]. The programme is implemented in 11 countries in Africa and the Middle East: Ethiopia, Kenya, South Sudan, Sudan, Burundi, DR Congo, Iraq, Lebanon, Palestinian Territories, Syria and Yemen; and in one (1) region: Sahel (Mali, Burkina Faso, Niger). The programme also includes projects at the international level, not directly linked to a specific country programme. The total budget for the Strengthening Civil Courage programme is €57 million.

The strategic objective of the Strengthening Civil Courage programme is:

MORE EQUAL POWER RELATIONS FOR INCLUSIVE PEACE AND JUSTICE

The alliance aims to achieve the strategic objective through four intervention strategies with the following specific objectives:

- **Less suppression of civic space**
  Restriction of civic space is a trend that affects the political role of civil society organizations. This particularly impacts groups that suffer from exclusion and inequality, often reinforced by multiple disadvantaged identities (intersectionality). The international community is selective in its condemnation and approach as its own interests are often not put at risk in the country concerned. Reversing this trend requires resilience and determination.

- **More effective efforts of society and authorities to pursue peace and human rights**
  Polarisation along political, social and economic divides and mistrust between citizens and state threaten peace. Exclusion from justice and security forms a breeding ground for violent mobilisation of group grievances, especially where human rights violations take place and the state lacks capacity to address these. Strengthening social cohesion and restoring the social contract between citizens and the state are crucial. This requires political will, capacity and trust to build inclusive institutions.

- **More equal gender roles and relationships and transformation of harmful gender norms**
  Gender inequality and harmful gender norms are conflict drivers. Violent conflict reinforces gender stereotyping and sexual and gender-based violence (SGBV). There is a positive correlation between gender equality and peace. Women's participation and influence in peace processes increase chances of success.

- **Less impact of external stress factors that harm peace and justice**.
  External factors influence internal dynamics, fuelling conflict and human rights violations and/or abuses. Often states and companies are responsible for this interaction through their involvement in e.g. arms trade and deployment of controversial weapons and exploitation of natural resources. The negative effects on people and environment fuel instability.

The programmatic choices of each country programme are not validated yet through a country-specific ToC. Further, not all country programmes are fully identified or developed yet, and programme implementation

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[1] See *Strengthening Civil Courage, Programme Proposal Power of Voices 2021-2025, 16 October 2020*. The document will be shared upon request.

in this phase is often combined with activities to further identify and develop the country programme. The aim is for all country programmes to be fully designed and operational per January 2022.

1.3   The purpose of this ToR

This ToR covers three different processes at three moments during the lifetime of the Strengthening Civil Courage programme: baseline (2021), mid-term review (2023) and end evaluation (2025), together the BME. This ToR is for the BME evaluation as a whole. The BME evaluation is commissioned by PAX, the lead organisation of the Strengthening Civil Courage alliance.

The purpose of the ToR is to provide key information about the BME evaluation to prospective bidders.

2   Reason for the BME-evaluation

2.1   Rationale for a single three-stage evaluation contract

The Strengthening Civil Courage alliance opts to commission the implementation of the BME evaluation to a single external evaluation consultancy firm, for the following reasons:
- to safeguard consistency between the baseline, mid-term and end evaluation
- to safeguard overall consistency of the BME process between the different country programmes.

2.2   Objectives of the BME evaluation

The objective of the BME evaluation is to support the accountability, learning and adaptive management needs of the Strengthening Civil Courage alliance:
- **Accountability**: the BME evaluation will assess and report on the performance and results of the programme to help the alliance to present high quality and credible evidence to its donors, specifically to MoFA (Netherlands Ministry of Foreign Affairs).
- **Learning and adapting**: the BME evaluation is part of and supports the learning and adaptive management ambitions of the PMEL plan of the Alliance.

This will be realised through three key deliverables:
- The **baseline** provides a situational analysis at the start of the Strengthening Civil Courage programme, confirming quantitative and qualitative indicator values and targets. It lays the foundation for the accountability, learning and adaptive management ambitions of the alliance as stipulated in the PMEL plan of the programme and the accountability needs of MoFA as indicated in the grant decision. The further development of country-specific Theories of Change and result frameworks, in line with the generic Theory of Change, is part of the baseline exercise, as a means to assess and validate the programmatic choices made.
- A **mid-term review** assesses the progress of country programmes halfway the implementation period, to inform mid-way adjustments of programme and partnerships.
- An **end evaluation** aims to provide an assessment of the performance of the Strengthening Civil Courage alliance: programme and partnerships.

2.3   Stakeholders and users

Several stakeholders have an interest in the results of the BME evaluation:
- The **alliance partners' leaderships** have an interest in the result of the BME evaluation as it enables them to reflect on how and to what extent the Strengthening Civil Courage programme supports the respective organisational strategies.

- The **Consortium Governing Body** (aka Steering Committee) of the Strengthening Civil Courage alliance has a direct stake in the BME evaluation because it enables the alliance to reflect on the progress and results of country programmes, reflect on the assumptions of the generic Theory of Change and reallocate budget if needed. The Steering Committee represents the leaderships of the alliance partners and has a supervisory role in the implementation of the Strengthening Civil Courage programme.
- The **Country Groups**[2], programme staff of partner organisations and alliance partners at country level, the owners of the country programmes, overseeing programme implementation, have a stake in the BME evaluation because it enables them to reflect on the progress of their country programme, changing circumstances, on new opportunities and to adjust the country-ToC and / or (re-) design projects. It further enables them to report on the results framework of the country-ToC and on learned lessons about and adjustments of the country-ToC.
- The three **Alliance's working groups** (PMEL, Gender, Local Ownership & Capacity Development) have a stake in the BME evaluation as they are responsible for overseeing and coordinating the implementation of the PMEL plan, gender mainstreaming and strengthening local ownership and capacity development. The members of the working group are relevant officers of the alliance partners and have an advisory role on the implementation of the Strengthening Civil Courage programme.
- The **Civil Society Division** of the Social Development Department (DSO) of the [Ministry of Foreign Affairs](#) has a stake in the BME evaluation because it supports and feeds the learning agenda of the [Strengthening Civil Society policy framework](#) and enables DSO to inform the parliament about progress and results of its strategic partnership with the Strengthening Civil Courage Alliance.
- Relevant **thematic departments** and **embassies** of the Ministry of Foreign Affairs have a stake in the BME evaluation to inform learning and decision-making in order to strengthen the strategic partnership with the Strengthening Civil Courage alliance.

3   Scope of the BME evaluation

The scope of the evaluation are all activities of the four alliance partners under the Strengthening Civil Courage programme as funded by MoFA (grant decision activity number: 4000004336) and described in two documents:
- Strengthening Civil Courage, Programme Proposal[3] Power of Voices 2021-2025, 16 October 2020
- Strengthening Civil Courage, Annex – Country Programmes 2021 – 2025, confidential, 16-10-2020.

 See for more information the programme proposal.

4   Approach and methodology

This ToR refers to the overall BME process. Separate ToRs will guide the baseline, mid-term and end evaluation. The ToR for the baseline is attached as annex A. The ToRs for the mid-term and end evaluation will be elaborated in due time with the selected firm / institutions (see 5.2 deliverables). This chapter features generic BME-level criteria. Specific baseline, mid-term and end evaluation criteria will feature in the separate ToRs.

The BME evaluation will be planned and conducted in ways that enhance the likely utilization of both the findings and of the evaluation process itself to inform decisions and improve performance (utilization-

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[2] In some cases it refers to Country Steering Teams, institutionalising local ownership in line with our vision on cooperation with local organizations.

[3] See *Strengthening Civil Courage, Programme Proposal Power of Voices 2021-2025, 16 October 2020*. The document will be shared upon request. For security reason, the Annex will be shared only with the contracted firm.

focused evaluation)[4]. Further, we will make sure the BME evaluation is gender-responsive[5]. Gender-responsive evaluation has two essential elements: what the evaluation examines and how it is undertaken. It assesses the degree to which gender and power relationships—including structural and other causes that give rise to inequities, discrimination, and unfair power relations, change as a result of an intervention using a process that is inclusive, participatory, and respectful of all stakeholders (rights holders and duty bearers).

The methodology needs to meet MoFA requirements for baseline and evaluation, as determined in the grant decision[6] and IOB (MoFA's Policy & Operations Evaluation Department) evaluation criteria[7]. Where feasible, the methodology needs to build on existing MEL practices and plans of the Alliance.

We expect a methodology and approach that builds upon and uses the strategic, tactical and contextual knowledge and insights of the country teams, safeguarding their ownership over the processes and end product.

The methodology should be Covid-19 proof, meaning:
- limited travel opportunities in the early phase of the assignment followed by a gradual reduction of restrictive measures
- a contingency plan in case restrictive measures remain.

Because of the restrictive measures, the baseline data gathering will be done by programme staff.
See baseline approach in annex A. The end evaluation will be an external evaluation, the approach for the mid-term evaluation (internal / external) is open still.

5 Phases, deliverables, logistics and budget

5.1 Phases

The BME evaluation consist of three main phases:

Main phase	Period covered	Implementation (tentative)	Final (approved) report ready
Baseline	Jan-Jun 2021	May – July 2021[8]	October 1st, 2021 (submitted to MoFA: November 1st, 2021.)
Mid-Term Review	2021 – Mid 2023	May - July 2023	October 1st, 2023 (submitted to MoFA: November 1st, 2023)
End Evaluation	2021 -2025	Sept - Dec 2025	March 1st, 2026 (submitted to MoFA: May 1st, 2026)

5.2 Deliverables

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[4] Utilization-Focused Evaluation (UFE) has been developed by Michael Quinn Patton. See www.betterevaluation.org/en/plan/approach/utilization_focused_evaluation
[5] See: UN Women Evaluation Handbook: How to manage gender-responsive evaluation, p.4. https://genderevaluation.unwomen.org/en/evaluation-handbook
[6] Refer annex B for the accountability requirements in the grant decision.
[7] Refer annex E for the IOB criteria
[8] For parts of the country programmes still in development, these dates may be adjusted. The aim is to include the baselines of all country programmes in the report.

The following deliverables are expected as outputs of the BME evaluation process:
Before October 1st 2021:
- Description of the BME evaluation process: process, approach, contribution to accountability, learning and adaptive management.
- Baseline report (see annex A for the ToR of the Baseline)
- Recommendations to improve the PMEL plan of the Strengthening Civil Courage programme to align it with the baseline findings and the BME evaluation process.
- A draft ToR for the mid-term review and for the end evaluation

Before September 1st, 2023:
- Mid-term review report
- Other deliverables as indicated in the ToR of the mid-term review

Before March 1st, 2026:
- End evaluation report
- Other deliverables as indicated in the ToR of the end evaluation

All deliverables are in English.

6   Guiding principles and Organization of the Evaluation

6.1   Guiding principles, ethical standards and security considerations

The Alliance expects the team to adhere to the MoFAs Policy and Operations Evaluation Department (IOB) guiding principles and ethical standards for evaluations[9] and to the security policy of PAX[10]. All team members sign the PAX Code of Conduct.

6.2   Quality Standards

The End Evaluation report should comply with the IOB quality criteria 2020[11]. The quality criteria used for the BME evaluation as a whole safeguards compliance of the End Evaluation report with the IOB criteria.

6.3   Evaluation team composition and competencies

We are looking for a team of consultants, with a lead consultant who will be responsible for the deliverables. The evaluators should meet the following requirements:

Individually:
- Degree or master's qualification or equivalent experience in a relevant subject.
- For the team leader: strong track record in managing similar evaluation processes.
- Proven experience of conducting similar assignments, including in conflict and post-conflict contexts.
- Expertise and affinity with gender-responsive and utilization-focussed evaluations.
- Proficiency in quantitative and qualitative methods of data collection and analysis
- Excellent report writing and analytical skills, including proven ability to formulate concise, actionable recommendations.

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[9] See IOBs Evaluation policy and guidelines for evaluations, 2009, chapter 5. Refer also to chapter 5 of "How to manage gender-responsive evaluations", evaluation handbook of the Independent Evaluation Office of UNWomen.
[10] Available upon request
[11] See annex D

- Cultural sensitivity and good communication skills

Collectively:
- Knowledge of and experience in the thematic areas and geographical regions of the programme.
- Knowledge of and experience with monitoring and evaluation of partnerships.
- Knowledge and experience with theories of change and outcome harvesting.
- Training and coaching skills.
- Strong remote facilitation and coordination skills.
- Ability to work with English, French and Arabic speaking people.
- Diverse team composition.

6.4 Evaluation responsibilities and management arrangements

An external reference group oversees the BME evaluation. This group is composed of the commissioner of the evaluation, and members with both thematic and evaluation experience. MoFA / DSO will also be represented.

The specific role and responsibilities of the external reference group are specified in its ToR (in development).

PAX as lead organisation will provide the evaluation manager. The evaluation manager will be supported by a project group consisting of the PMEL working group and selected alliance thematic experts and programme leads. Specific ToRs will be developed for the project group and evaluation manager.

7 Process of the selection of the consultancy firm / institution

The Strengthening Civil Courage alliance is requesting competitive proposals from qualified firms or institutions interested in conducting the BME evaluation. A framework agreement between the Alliance and selected bidder will stipulate the general terms of cooperation for the BME evaluation as a whole. Separate contracts will be signed for the baseline, mid-term and end evaluations. The framework agreement includes a termination clause in case the quality of the baseline or mid-term (process and deliverables) is below standards. The budget ceiling for the BME evaluation is € 300.000 (including VAT).

The proposal should contain:

Proposal	Points possible
Technical approach • A proposed (gender-responsive, utilization focused) methodology and approach for the **BME evaluation** as a whole, linking baseline, mid-term and end evaluation as a logical process in support of the accountability, learning and adaptive management needs of the alliance and its partners. • A proposed methodology, approach and implementation plan for **the baseline** laying the foundation for further development of the PMEL plan of the alliance[12]. • An assessment of the main risks and corporate risk management approach associated with the successful completion of the BME evaluation. • Corporate system of quality control safeguarding evaluation quality standards.	40

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[12] Including methodology, approach and plan for the further development of country specific ToCs and result frameworks. See Annex A for more details.

Proposal	Points possible
Team qualifications • Academic qualifications team members • Team leader's coordination and baseline & evaluation experience (design and implementation) • Team's baseline & evaluation experience and expertise in relevant thematic areas (Civic Space, Human Rights, Peace Building, Gender, Business & Conflict, Humanitarian Disarmament) • Team's experience and expertise in programme countries • Team's professional experience and expertise in statistical analysis and sampling, development of quantitative and qualitative data collection tools, data collection management, data analysis and visualization, report writing and remote facilitation of evaluations. • Team's language and intercultural communication skills	35
Fees and costs • Lump sum budgets for the BME evaluation as a whole and its separate stages: baseline, mid-term and end evaluation. • Detailed budget (fees and estimated costs) for the baseline • Concise budget narrative	25

The selection process has the following steps:

step	Timing
1. Publication of call on fora; inviting firms / institutions to submit a proposal	Week 11
2. Interested parties express their interest to submit a proposal	Week 12, before March 26 EOB
3. Q&As	Week 13
4. Interested parties send proposals	Week 14, before April 9 EOB
5. First selection of proposals	Week 15
6. Interviews with prospective bidders / final selection	Week 16
7. Signing framework agreement	Week 17

ANNEX A: Terms of Reference Baseline Study

1   Introduction

These terms of reference refer to the baseline study (baseline-ToR) as part of the BME evaluation. The Baseline-ToR is subordinated to the BME-ToR and stipulates additional criteria. The baseline study / ToR refers to three closely interlinked processes:

- The further development of **country-specific Theories of Change** as a mean to assess, validate and improve the programmatic choices made for each country programme
- The development of **country-specific results framework**, in line with the country specific ToCs. The result frameworks include the indicators that feed into the indicators of MoFA. See more details section 1.2)
- The **baseline** exercise provides a situational analysis at the start of the Strengthening Civil Courage programme, confirming quantitative and qualitative indicator values and targets. See for baseline requirements, annex c.

These three processes will lay the foundation for the accountability, learning and adaptive management ambitions of the alliance as stipulated in the PMEL plan of the programme[13] and the accountability needs of the Ministry of Foreign Affairs as indicated in the grant decision. These processes will also lay the foundation for the mid-term and end term evaluation.

The methodologies and approaches used for these three interlinked processes are part of the bidders' proposal, further elaborated during the inception period after selection of the consultancy firm / instition

2   Deliverables

In line with the processed described above, the following deliverables are expected:

- A baseline report in line with the criteria of MoFA, containing:
  - Country-specific Theories of Change and result frameworks
  - Country-specific baselines: baseline situation and indicator values for the quantitative and qualitative programme indicators, linked to the to the Ministry of Foreign Affairs Strengthening Civil Society and thematic Result Framework basket indicators (see annex C)
  - Overall and country targets on these basket indicators.
  - Approach, methodology and limitations
- Baseline report on additional indicators (see 3.3)
- Recommendations for the ToRs for the mid-term and end evaluations
- Recommendations to improve the PMEL plan of the Strengthening Civil Courage programme

3   Approach and methodology

3.1   Development of Theory of Change

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[13] Re. See para 9.1 and chapter 12 of Strengthening Civil Courage Programme document for more details. The document will be shared upon request.

The baseline study includes the development of the ToCs at country level that are linked to the generic ToC of the Strengthening Civil Courage programme. The generic ToC has four intervention strategies, each of them leading to a specific objective as a result of the behavioural change of key actors (outcomes). Please see annex B for a graphic representation of the generic Theory of Change.

Based on context analyses and on track records, intervention strategies and specific objectives from the generic ToC have been selected for each country programme, leading to a variety of different configurations:

Generic Specific Objectives →	Number of country level specific objectives			
	Civic Space	Conflict & HR	Gender	Ext Stress Factors
Burundi (A)	1	1		
DR Congo (B)	1	2*		1
Ethiopia (B)	1	1	1	
Iraq (B)		1	1	2*
Kenya (A)	1	1		
Lebanon (B)	1	1	1	
Syria (A)		1		1
Palestinian Territories (C)	1	1	1	1
Sahel (Faso, Mali & Niger) (B)	1	1		1
South Sudan (C)	1	1	1	1
Sudan (A)	1	2*		
Yemen (C)	1	1	1	2*

- 4 country programmes focus on 2 specific objectives (A); 5 countries on 3 specific objectives (B); 3 countries on 4 specific objectives (C)
- 4 country programmes subordinate 2 country specific objectives under a single generic specific objective (*)

In general, the country programmes in the programme proposal have been described as follows:

Per country programme	Per country-specific objective
a context analysis and programmatic conclusions	
strategic objectives and specific objectives	
	an actor analysis
	intervention strategies
risks/ sustainability/ gender/ innovation/ COVID-19	
partnerships	

Not all country programmes are fully developed yet, some of the country programmes still lack clarity on actor analysis, intervention strategies, and / or partner portfolio. Where country programmes are not fully developed yet at the time of start of the assignment, it is assumed that the methodology used to further develop the ToC supports finalisation of the programme development.

We expect a methodology and format for the Theory of Change that aligns with the methodology in use by the alliance[14].

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[14] See programme proposal

3.2   Result Framework

The PMEL plan of the Strengthening Civil Courage programme has a generic result framework. It includes monitoring indicators and linkages with the basket indicators of MoFA's Strengthening Civil Society basket indicators.

3.2.1   *Programmatic results:*
The grant decision stipulates the documentation of "the baseline situation and indicator values for the quantitative and qualitative programme indicators at output and outcome level, linked to MoFA's Strengthening Civil Society and thematic Result Framework basket indicators[15]". It requires also target setting on these indicators (at general and country level). To conduct the baseline, country-level result frameworks are needed in line with the country-specific Theories of Change.

The indicators of the country-level result framework should:
- feed into "MoFA's Strengthening Civil Society and thematic Result Framework basket indicators"
- support the learning, accountability and adaptive management ambitions of the PMEL plan
- be lean and mean to monitor and report on, building on the existing monitoring practice of the alliance (more specific outcome harvesting)

The methodology to define and develop the country-based result indicators should find the balance between these criteria.

3.2.2   *Partnership collaboration:*
Apart from programmatic results, the Strengthening Civil Courage programme aims also for partnership results (e.g. local ownership / leading from the south, partnership with the Ministry and the Embassies, lessons learned and good practices). We see these results at three levels:
- Through the collaboration between alliance partners
- Through the collaboration between alliance partners and local partners & networks
- Through the collaboration with MoFA departments and embassies

The collaboration between alliance partners will be monitored and evaluated through a separate process and does not feature in the BME evaluation (although results of the BME evaluation process provide input).

The results through the collaboration between alliance partners and local partners & networks are part and parcel of the programmatic results.

For the collaboration with MoFA and embassies ambitions have been formulated in the Strengthening Civil Courage programme, but not through indicators and targets. The approach to monitor and evaluate this collaboration is part of bidders' proposal.

3.3   Baseline

We expect a baseline report that meets the MoFA requirement and additionally, a baseline on indicators:
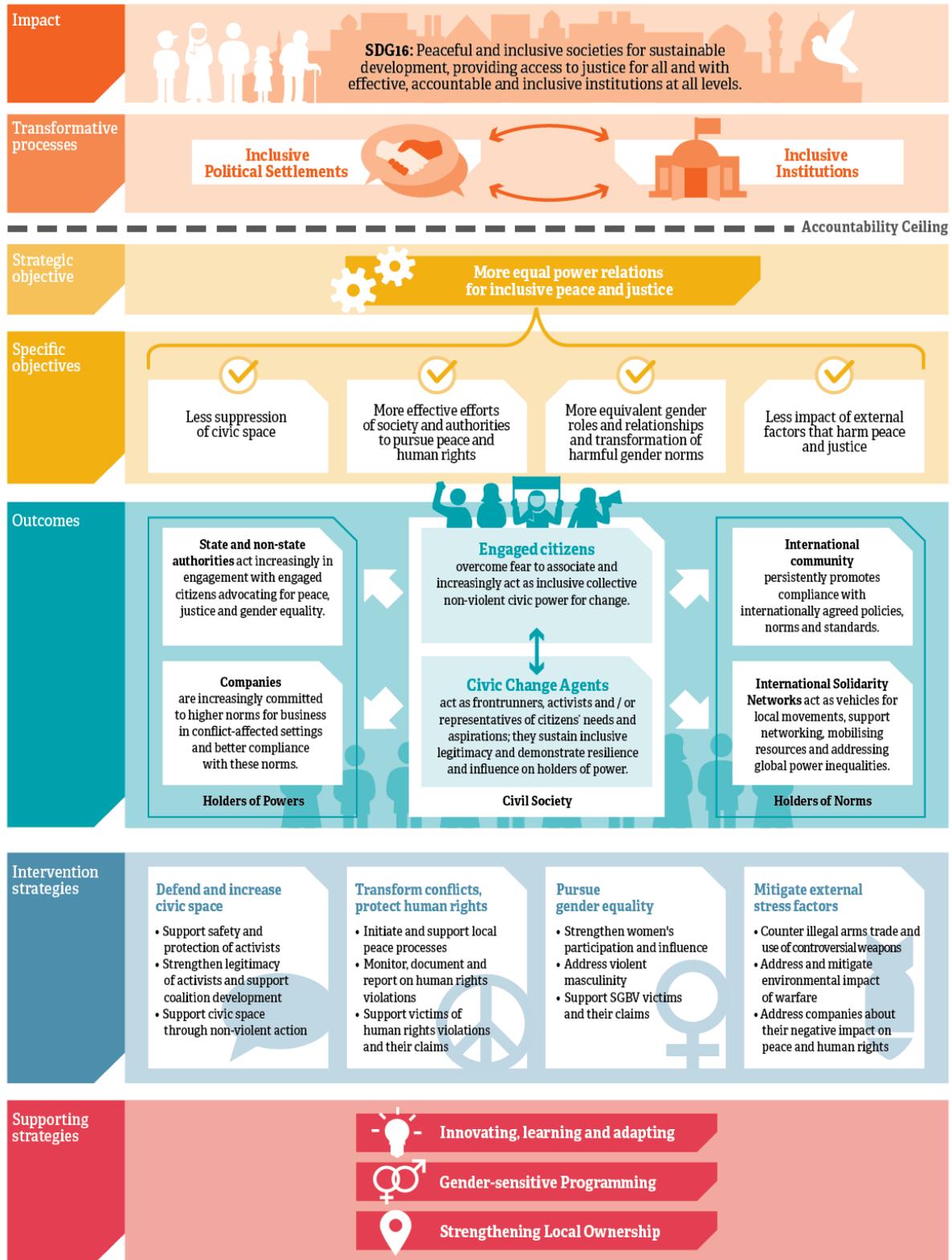- to support the learning, adaptive management and accountability ambitions of the PMEL
- to monitor the collaboration with departments and Embassies of MoFA

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[15] See annex C for the MoFA's Strengthening Civil Society basket indicators. It is not decided yet in how far the Alliance should report on the basket indicators of the thematic result framework of Security and Rule of Law.

From this perspective, we expect a review of the added value of the indicators as presented in the PMEL plan to come up with a final set of indicators.

We expect an approach in which the evaluator *facilitates* data collection by the country teams rather than performing the data collection themselves, safeguarding reliable and unbiased data. It is assumed that the country teams have the capacity to source and collect the needed data and information, it is not expected that the evaluator will contract local consultants for that reason. From that perspective it is expected that the evaluator develops and proposes data collection and assessment tools, trains alliance staff on their use, provides a help desk and assesses the quality of the data.

ANNEX B: generic ToC of the Strengthening Civil Courage alliance

Impact

SDG16: Peaceful and inclusive societies for sustainable development, providing access to justice for all and with effective, accountable and inclusive institutions at all levels.

Transformative processes

Inclusive Political Settlements

Inclusive Institutions

- - - - - Accountability Ceiling

Strategic objective

More equal power relations for inclusive peace and justice

Specific objectives

- Less suppression of civic space
- More effective efforts of society and authorities to pursue peace and human rights
- More equivalent gender roles and relationships and transformation of harmful gender norms
- Less impact of external factors that harm peace and justice

Outcomes

State and non-state authorities act increasingly in engagement with engaged citizens advocating for peace, justice and gender equality.

Companies are increasingly committed to higher norms for business in conflict-affected settings and better compliance with these norms.

Engaged citizens overcome fear to associate and increasingly act as inclusive collective non-violent civic power for change.

Civic Change Agents act as frontrunners, activists and / or representatives of citizens' needs and aspirations; they sustain inclusive legitimacy and demonstrate resilience and influence on holders of power.

International community persistently promotes compliance with internationally agreed policies, norms and standards.

International Solidarity Networks act as vehicles for local movements, support networking, mobilising resources and addressing global power inequalities.

Holders of Powers

Civil Society

Holders of Norms

Intervention strategies

Defend and increase civic space
- Support safety and protection of activists
- Strengthen legitimacy of activists and support coalition development
- Support civic space through non-violent action

Transform conflicts, protect human rights
- Initiate and support local peace processes
- Monitor, document and report on human rights violations
- Support victims of human rights violations and their claims

Pursue gender equality
- Strengthen women's participation and influence
- Address violent masculinity
- Support SGBV victims and their claims

Mitigate external stress factors
- Counter illegal arms trade and use of controversial weapons
- Address and mitigate environmental impact of warfare
- Address companies about their negative impact on peace and human rights

Supporting strategies

- Innovating, learning and adapting
- Gender-sensitive Programming
- Strengthening Local Ownership

ANNEX C: Accountability criteria MoFA

Type of report	Period covered	Deadline
Baseline report	January – June 2021	To be submitted together with the annual plan 2022: 1st of November 2021
Midterm Review (MTR)	2021 – mid 2023	To be submitted together with the annual plan 2024: 1st of November 2023
End evaluation of the program	2021 - 2025	1st of May 2026

Baseline
In the first half (6 months) of 2021 a baseline study must be conducted taking the following into account:
- A formative assessment of the programmatic choices that were made during preparation stage, assuring the ToC still holds and programmatic choices are still valid;
- The report will provide the baseline situation and indicator values for the quantitative and qualitative program indicators at output and outcome level, linked to the Ministry of Foreign Affairs Strengthening Civil Society and thematic Result Framework basket indicators;
- It is optional to include baseline information on the indicators from your program result framework that are not linked to the MFA basket indicators;
- Overall and country targets on these basket indicators (annual for output level, 5 year targets for outcome level) should be included in the baseline report; in case targets differ from targets communicated in the proposals an explanation will need to be added;
- The baseline study can be conducted internally; however, it is a good practise for the baseline study to be conducted by the same external evaluator (/team) as the external end evaluation (and where relevant also the Midterm Review); this is up to the strategic partner to decide;
- The baseline study can be conducted per Strategic Partnership, but is also possible to have combined baseline studies with other Strategic Partnerships; baseline reporting should be done per Strategic Partnership.

Midterm review (MTR)
You are required to conduct a Midterm Review (MTR) for the period of 2021 – mid 2023 taking the following into account:
- The MTR can be conducted internally or externally;
- Focus of the review will be two-fold:
  o Programmatic focusing on: Theory of Change, context analysis and risk analysis (including SEAH, fraud and corruption), achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators, crosscutting themes (gender, youth, climate), challenges, lessons learned and good practises, sustainability;
  o Partnership collaboration focusing on: leading from the south, partnership with the Ministry and the Embassies, lessons learned and good practices.

End evaluation
You are required to conduct an external independent end evaluation for the period of 2021-2025 taking the following into account:
- The evaluation for each strategic partnership program must adhere to the updated IOB quality criteria which will be developed;
- You will commission and budget the end evaluation as part of the overall program budget;

- Focus of the evaluation will be twofold, both programmatic and partnership collaboration as described above;
- You are required to establish a reference group consisting of internal and external members of the consortia; the Ministry of Foreign Affairs focal point is required to be among the reference group members. The reference group will need to review and approve the following:
  - Terms of Reference;
  - Selected consultant(s) to be contracted as evaluator;
  - Inception report by the evaluator;
  - End evaluation report by the evaluator.

ANNEX C: MoFA's Strengthening Civil Society basket indicators

Including suggested links with Strengthening Civil Courage indicators

1. INCLUSIVE SUSTAINABLE DEVELOPMENT		
All people have equal access to rights, services and opportunities		
2. IMPROVED LAWS, POLICIES, NORMS, ATTITUDES AND PRACTICES		
Government, private sector and societal groups support sustainability and (gender)inclusiveness in their laws, policies, norms, attitudes & practices		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
Adequate practice of new/improved laws, policies, and societal norms Proper implementation of, laws policies and norms with appropriate regulatory measures, courses of action, funding, quality assurance and evaluation. **Inclusive legislation, policies, norms and attitudes** in support of marginalized people to access their rights, services and opportunities. This is done through: • *Adoption:* Successful passing of a new law, policy or norm • *Improvement:* Successful passing of a proposal for an improvement of an existing law, policy or norm • *Blocking:* Successful opposition to a policy or law; preventing cuts or other negative changes to a law, policy or norm	**SCS1** #of laws, policies and norms, implemented for sustainable and inclusive development. *Explanation:* Number of concrete changes in practices of targeted governments, private sector and societal actors **SCS2** #of laws, policies and norms/attitudes, blocked, adopted, improved for sustainable and inclusive development *Explanation:* Number of concrete or significant changes in laws, policies and/or norms/attitudes	Explain how, as a result of CSO L&A activities, governments, private sector and societal groups change their laws, policies, norms, attitudes and practices to support sustainability and (gender)inclusiveness. From a learning perspective, please also consider explaining cases where L&A activities did not result in the desired change, and/or where other actors (not CSOs) were more important for bringing about change. In answering this question it helps to consider... • ...describing the content of law, policy, attitude and norm changes • ...explaining the advocacy process towards changes, reflecting on successful and unsuccessful strategies • ...describing the implementation process and extent of progress • ...explaining the advocacy process towards implementation, reflecting on successful and unsuccessful strategies • ...reflecting on
Strengthening Civil Courage (See PMEL plan)		
• **More effective efforts of society and authorities to pursue peace and human rights** • **More equal gender roles and relationships and transformation of harmful gender norms** • **Less impact of external stress factors that harm peace and justice**	• **SO2**: # of transformative cases of human rights or human security improvements (inclusiveness / sustainability / scope) • **SO3**: # of transformative cases of more equal gender roles and relations or transformation of harmful gender norms (inclusiveness / sustainability / scope) • **SO4:** # of transformative cases that show a reduction in harmful impact by external stress factors on local peace and justice (inclusiveness / sustainability / scope)	

3. TOWARDS IMPROVED LAWS, POLICIES, NORMS AND PRACTICES Government, private sector and societal groups start listening to CSO demands		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
CSO involvement Advocacy activities of CSOs start having effect in the sense that their demands are being heard and that they are involved in decision making processes of targeted actors. This is shows in: *Creating space to engage* Policy procedures and decision-making processes become inclusive to (the concerns, rights and ambitions of) specific societal groups represented by CSOs *Influencing the debate* Targeted actors adopt CSO terminology, rhetoric and framing *Agenda setting* Targeted actors place CSO issues on the agenda	**SCS3** # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage. *Explanation:* Number of times L&A targets include CSOs in the decision making process + number of times L&A targets react upon the positions of the CSOs by adopting their argumentation and terminology + number of times L&A targets react upon the positions of CSOs by putting their issues on the agenda	Explain how CSOs have played a transformative role in decision making processes through agenda setting, influencing the debate and/or creating space to engage. From a learning perspective, please also consider explaining cases where CSOs were unable to play a transformative, and/or where other actors (not CSOs) were more important for this. In answering this question it helps to consider... • ...explaining how CSO involvement changes decision making processes and policy discussions of targeted government, private sector and societal actors • ...explaining how and what frames introduced by CSOs are taken up by targeted actors, for instance by the media, in policy documents and in official speeches • ...explaining how and what CSO issues reach the agenda of targeted government, private sector and societal actors
Strengthening Civil Courage (see PMEL plan)		
• **State and non-state authorities** act increasingly in engagement with citizens advocating for peace, justice and gender equality • **Companies** are increasingly committed to higher norms of business in conflict affected settings and better compliance with these norms • **International community** persistently promotes compliance with internationally agreed policies, norms and standards. • **International solidarity networks** act as vehicles for local movements, support networking, mobilising resources and addressing global power inequities	• KA-Outc1: # of cases of increased engagement of state or non-state authorities with citizens who ask for peace, justice and gender quality (relevance / contribution) • KA-Outc2: # cases of increased commitment or compliance to higher norms of business in conflict affected settings (relevance / contribution) • KA-Outc3: # of cases of international community promoting compliance with internationally agreed policies, norms and standards. (relevance / contribution) • KA-Outc4: # of cases of International solidarity networks acting as vehicles for local movements, etc. (relevance / contribution)	

4. CIVIL SOCIETY ENGAGEMENT CSOs lobby and advocate		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
CSO advocacy CSOs activate and educate citizens, mobilise support, and employ advocacy initiatives. This shows in: *Political participation* CSOs advise, pressure and persuade state officials, private sector representatives, societal actors, multi-stakeholder platforms and the wider public to address the issues / claims of excluded or marginalised groups *Mobilisation* SCSOs mobilise support and create networks necessary for collective advocacy *Activation* SCSOs inform / educate citizens, interest groups and other CSOs on issues / claims	**SCS4** # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency *Explanation*: Number of advocacy initiatives carried out	Explain how CSOs activate and educate citizens, how they mobilise support and create networks, and how this culminates in political participation of excluded or marginalised groups. From a learning perspective, please also consider explaining cases where CSOs are unable to do so, and/or where other actors (not CSOs) were more important for this. In answering this question it helps to consider... • ...explaining the process of activation • ...explaining the process of mobilisation • ...explaining the process of political participation • ...describing different types of advocacy strategies employed

5. CIVIL SOCIETY STRENGTHENING		
CSOs improve their capacity to lobby and advocate		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
CSOs improve their capacity to lobby and advocate Capable organisations to implement L&A • Capable staff including leadership • Structure, systems and processes including planning, • monitoring, evaluation and learning (PMEL) • Sustainable revenue streams • Strategies and evidence for L&A	**SCS5** # of CSOs with increased L&A capacities *Explanation*: This includes both first and second tier partners with increased L&A capacities	Explain the capacities and expertise developed for performing political roles and implementing advocacy strategies. From a learning perspective, please also consider explaining cases where CSOs were unable to increase their capacity. In answering this question it helps to consider... • ...explaining what different types of capacities different types of CSOs need for performing different political roles and implementing advocacy strategies • ...explaining how this is context-specific and tailors to the needs of CSOs and their constituencies • ...explaining the process of capacity building, what approach works and what doesn't Further guidance: Table 4: CSO development stage and core capabilities Describe and reflect on your partner portfolio. What types of partners are involved? What is the level of their involvement in programme development, design and implementation? Further guidance: Table 5: Various types of CSOs
Scope of programme	**SCS6** # of CSOs included in SPs programmes *Explanation*: This includes both first and second tier partners	
Strengthening Civil Courage (see PMEL plan)		
Civic change agents act as frontrunners, activists and / or representatives of citizens' needs and aspirations; they sustain inclusive legitimacy and demonstrate resilience and influence power holders **Local partners engaged in SCC programme**	Cap-Outc1: # of civic change agents (local partners) with demonstrated capacities to enhance their legitimacy and strengthen their influence. (local ownership / sustainability) Output 1: # of civic change agents as partners in SCC programme Output 2: % partners with female leadership	

6. CIVIL SOCIETY PARTICIPATION		
CSOs legitimacy to lobby and advocate		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
CSOs improve their legitimacy to lobby and advocate for the claims of societal groups • Active consultation and participation of members / constituency in formulation and implementation of advocacy strategies • Establishing credibility to L&A for the issues / claims based on knowledge, position, experience or independence	**SCS7** (new to develop basket indicator on local ownership and/or representation of marginalized groups)	Explain the source(s) of legitimacy of the CSOs and how they are strengthened through capacity building. From a learning perspective, please also consider explaining cases where CSOs were unable to increase their legitimacy. In answering this question it helps to consider... • ...explaining to what extent capacity building improves the way CSOs are able to represent/involve their membership or constituency • ...explaining how CSOs are context-specific and tailor to the needs of their members/constituencies • ...explaining to what extent capacity building improves the expertise of CSOs for which they are acknowledged by government, private sector and societal actors • ...the idea that different types of CSOs have different sources of legitimacy for performing different political roles and implementing different advocacy strategies Further guidance: Table 6: Political role and organizational characteristics
CSOs ensure inclusion of perspectives of women and youth, in particular girls during all phases of the programming cycle	**SCS8** (new to develop basket indicator on inclusion of women and youth, in particular girls)	Explain how women and youth have been consulted, involved or are leading the process of formulating the change agenda. Further guidance: Figure1: Models of Participation

7. CIVIC SPACE CSOs contribute to civic space that delivers for good governance, responsible entrepreneurship and active citizenship		
RESULT	**QUANTITATIVE MEASUREMENT**	**QUALITATIVE MEASUREMENT**
CSOs by their very presence and rootedness in society and connectedness to state, market and/or citizenry **ensure that civic space remains open**	**SCS9** (new to develop basket indicator on civic space)	It is a desire of the international community to develop an indicator under SDG16 that makes explicit reference to Civic Space. Currently this is non-existent. A next opportunity to bring an indicator on board of the SDG framework is in 2025, which coincides with the end of the programming period. Further guidance: • Table 7. Institutional actors influencing civic space • Figure 2. Visualisation of Civic Space
Strengthening Civil Courage (See PMEL plan)		
Less suppression of civic space	**SO3**: # of cases of civic change agents gaining influence in political and policy processes in the context of repressed civic space (inclusiveness / sustainability / scope)	

ANNEX D: IOB Evaluation quality criteria

IOB Evaluation quality criteria 2020
Short version, 10 December 2020

Introduction

Since long IOB uses evaluation quality criteria to assess the quality of evaluation reports. At the same time, these criteria are useful when designing an evaluation, during the formulation of the Terms of Reference and the elaboration of the methodology, as well as during the evaluation itself. Over the years, IOB made some modifications in the evaluation quality criteria, resulting in this latest set of December 2020. There will be two versions of the document describing the evaluation quality criteria:
1. This short version document with the evaluation quality criteria, with a minimum of explanation.
2. A long version document, foreseen early 2021, with for each criterion more explanation and practical examples of insufficient, just sufficient, and very good consideration of the criterion. This will be published on the IOB website, and will be used in training about evaluation quality.

The evaluation quality criteria are grouped around subjects that are usually followed in this order in an evaluation report.

Quality control of the evaluation

1. **A reference group oversees the evaluation.** This group is composed of the commissioner of the evaluation, members with both thematic and evaluation experience, including at least one independent member. The role of the reference group is to assure evaluation quality and independence. It advises the commissioner on the Terms of Reference and evaluation questions, the selection of evaluators, the elaborated methodology (inception report), and the draft evaluation report.
2. **Evaluators are independent**. The evaluators and affiliated organisations have not been involved in the design or implementation of the intervention (project, programme, policy) under evaluation, and have no interest in the outcome of the evaluation.

Description and background of the intervention

3. **Description of the context of the intervention.** This can include the national, sector, and political context, and explains the rationale of the intervention.
4. **Description of the intervention.** Preferably in a theory of change (ToC), otherwise an intervention logic or result chain. The evaluator may need to reconstruct a ToC, using whatever is available in project documentation, but with a critical reflection from the evaluator's point of view.
5. **Validation of the assumptions underpinning the ToC.** The evaluator validates the ToC assumptions, which may refer to cause effect relations with in the result chains, to the context, or to broader world views on development. The evaluator makes use of broader literature (reviews) to reflect on the validity of the ToC.

Objective and delimitation of the evaluation

6. **Description of the objective of the evaluation**. Clarify what the evaluation results will be used for. There may be several objectives and it helps to distinguish:

a. a knowledge objective (knowing what works, how it works); this can be translated into knowledge questions that will result in conclusions.
b. an action objective (recommending what to do); this can be translated into policy questions that will result in recommendations.

7. **Delimitation of the evaluation.** Clarify what part of the intervention, expenditure, period, or even what part of the ToC, is of interest for this evaluation.

Evaluation questions

8. **Choice of OECD-DAC evaluation criteria to be covered.** Based on the evaluation objectives and limitations, it may turn out that not all evaluation criteria (relevance, effectiveness, efficiency, impact sustainability and coherence) are needed. This in turn will be reflected in the evaluation questions. (See OECD DAC revised evaluation criteria 2019)[16].

9. **Clear set of evaluation questions.** The evaluation questions follow logically from the intervention under evaluation, evaluation objective and delimitation, and chosen evaluation criteria. Evaluation questions should not be too general or vague, but also not be a too many and too detailed, losing focus. In line with the distinction between the knowledge and policy objectives (see criterion 6), it helps to distinguish:
    a. knowledge questions, resulting in conclusions
    b. action questions, resulting in recommendations

Evaluation methodology

A note of caution, our objective is to assess the evaluation methodology *as it has been conducted*, not as it has been intended. This means that for example good intentions in the methodology chapter or an inception report will have to be verified in the actual results and conclusions chapters.

10. **The research design is clearly elaborated and shows how the research results will contribute to answers to the evaluation questions.** The design may consist of several quantitative and / or qualitative methods. If more than one method is used, the quality assessment looks both at the individual methods and the combination of methods.
    a. Quantitative methods include three main research designs: survey, time series and experiment / quasi-experiment (see explanation under 11).
    b. Qualitative methods are mainly based on elements of the Case Study approach and the Grounded Theory approach. Methods include many research designs, some of which are more suitable for evaluating effectiveness, and less susceptible for bias, than others[17] (see explanation under 11).

Under the following five criteria, 11-15, a distinction is made between qualitative and quantitative methods, acknowledging that an evaluation often uses several methods.

11. **The methods are appropriate to evaluate effectiveness: attribution and / or contribution (if effectiveness is an evaluation criterion/question).**

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[16] Also cross cutting subjects to be considered in the evaluation can be mentioned here, such as gender, poverty reduction, inclusiveness or climate smartness.

[17] A good overview is provided by White and Pillips, 2012. They made an inventory of eight evaluation methods and distinguished four that make a more plausible claim of effectiveness: Realist Evaluation, Contribution Analysis, Process Tracing, and General Elimination Methodology.

a. Quantitative methods can make a firm claim on the effect that can be attributed to the project. Attribution is best assessed in an experiment that combines a beforeafter comparison with a with-without comparison. Second best options include a quasi-experimental design, a with-without comparison with matching techniques, and time series or before-after comparison without a control.

b. Qualitative methods can make a plausible claim about the effect that the project has contributed to. The qualitative evaluation methods that allow a plausible claim have the following steps in common[1]: (i) formulate the cause-effect contribution question; (ii) reconstruct an intervention theory; (iii) formulate an alternative theory; (iv) collect data along intervention and alternative theory; (v) validate the theories step by step.

12. **The methods are appropriate to evaluate efficiency (if this is an evaluation criterion/question).** The evaluation needs to specify what aspect of efficiency is considered[18].

   a. Quantitative methods: e.g. calculation of cost-effectiveness, timeliness of implementation, overhead costs, etc.
   b. Qualitative methods: e.g. assessment of demonstration or leverage effects and scaling, etc.

13. **The indicators or result areas are appropriate to capture the planned results along the different levels in the ToC.**

   a. Quantitative methods: indicators are defined at different levels (e.g. output, outcome, impact; context and other assumptions) in the ToC. Indicators should be SMART and valid to measure the planned results.
   b. Qualitative methods: result areas and processes, including assumptions that are part of the ToC, are defined at and between different levels (e.g. output, outcome, impact; context and other assumptions) in the ToC, and are valid to assess the planned results.

14. **Justified choice of sample, cases and information sources (e.g. choice of countries, projects, organisations and persons)**

   a. Quantitative methods: Well justified choice of sampling (e.g. random, stratified), (type of respondents, external validity), sample size (power calculation, response rate), and discussion of the limitations.
   b. Qualitative methods: Well justified choice of the selection of cases and / or qualitative sample (based on strategic, theoretical or practical considerations), number of cases (internal validity, saturation), and discussion of the limitations.

15. **The analyses are appropriate, given the chosen research design.**

   a. Quantitative methods: appropriate statistical analyses, given the research design, chosen indicators and sample size; appropriate comparisons: e.g. difference in difference, analyses of variance, regressions analyses, matching techniques.
   b. Qualitative methods: the data analyses methodology is clear, given the research design, and includes e.g. theory construction, coding, comparing cases.

16. **Summary of the methodology in an evaluation matrix.** This matrix shows how (i) evaluation questions are translated into (ii) sub-questions / indicators / result areas, and (iii) methodologies and (iv) information sources.

17. **Sufficient independent information sources.** Besides information sources among project implementers, direct beneficiaries and other local stakeholders, the evaluator should also

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[18] The OECD-DAC evaluation criteria for efficiency considers the aspects (i) cost-effectiveness and (ii) operational efficiency, but there are more aspects of efficiency.

independently select and consult sufficient independent sources, e.g. the opinion of other experts or non-beneficiaries that can critically reflect on the intervention, objective observations, or validated secondary data.

18. **Triangulation of results from different information sources.** This includes a comparison and critical reflection by the evaluator of results from different sources and results from different research methodologies (i.e. quanti and/or quali), data collection methods (i.e. interviews, surveys, observations) and data sources (i.e. persons, documents, sites).

19. **Discussion and avoidance of bias.** The evaluator provides a critical reflection of different forms of bias (sample bias, respondent bias, evaluator bias) and addresses these as much as possible.

20. **Systematic, complete and transparent description of the data collection and analysis.** In principle, if another evaluator would apply the same methodology, this should result in the same findings and conclusions (replicability).

21. **Discussion of the limitations of the evaluation.** The evaluator is self-critical and discusses the limitations of the study, including reliability, internal and external validity, relative contribution of the intervention and other external factors to the observed changes.

Results and conclusions

22. **Conclusions answer research questions.** Although conclusions may be organised or grouped differently than the original research questions, in principle all research questions are answered, or accompanied by an explanation why they could not be answered.

23. **Conclusions follow logically from the research findings.**
    a. Complete and transparent presentation of the results of each method, to avoid jumping to conclusions. Detailed results can be presented in an annex.
    b. Discussion of the limitations and validity of the conclusions (in line with C21)

24. **Validation of draft conclusions.** To strengthen the validity of the conclusions, the draft conclusions are discussed, e.g. in a validation workshop, with project implementers, independent experts, and compared with findings in earlier evaluations and broader literature.

Usefulness an readability of the evaluation report

25. **Recommendations should be useful and practical, given the evaluation objectives and its intended users**

26. **The report is well readable, consistent, and includes a clear summary with evaluation objective, evaluation questions, conclusions and recommendations.**