



**TECHNICAL REQUIREMENTS – TERMS OF REFERENCE – FOR  
EXTERNAL MID-TERM EVALUATION OF THE PROGRAMME  
AECID 18-CO1-1179**

“Reducing gender inequalities in the Occupied Palestinian Territory”. It is intended to especially focus on adult women and young survivors or at risk of GBV in Gaza and the West Bank.

**ENTITY: FUNDACIÓN ALIANZA POR LOS DERECHOS, LA IGUALDAD Y LA SOLIDARIDAD INTERNACIONAL**

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## 1. INTRODUCTION

Fundación Alianza por los Derechos, la Igualdad y la Solidaridad (Alianza) is a non-confessional, progressive and independent non-governmental development organisation (NGDO) founded in 1986. Alianza has a presence in more than 20 countries in Latin America, the Middle East and Africa.

Alianza por la Solidaridad is the recipient of a grant from the Spanish Agency for International Development Cooperation (AECID) for the implementation of the Project: "Reducing gender inequalities in the Occupied Palestinian Territory".

Under the Resolution made on 28<sup>th</sup> September 2018 by the Presidency of the Spanish Agency for International Cooperation, by which the regulations for monitoring and justification of subsidised projects and development cooperation programs conducted by non-governmental development organisations were approved, as specified in paragraph VI.4. Assessments: Alianza is required to conduct and submit to AECID an external final assessment of the project, given that the project funding is above 350.000 Euro. The current terms of reference are adjusted to the model provided by AECID and in accordance with the general terms of reference established in the Program signed within the evaluation and monitoring Plan.

### 1.1. Purpose of assessment:

The purpose is to assess the programme AECID 18-CO1-1179, belonging to the 2018 call, which began on February 1st 1, 2019 and the expected end date is January 31st, 2024.

The intervention to be evaluated has the general objective "to contribute to the recognition and full exercise of the Right to a Life Free from Violations and Economic Rights of Palestinian women in the West Bank (Area C) and Gaza." As a specific objective, it states that "Palestinian women survivors or at risk of gender violence have been empowered and their external environment has improved for the exercise of their economic rights and the right to a life free of violence."

The project counts with multiple activities broken down into 3 actions (one for each result expected), stated in the logical framework of the agreement. All actions are developed in the Occupied Palestinian Territory, with various entities executing in the country and taking responsibilities for carrying them out.

From the temporal point of view, the intervention is organized into Annual Agreement Plans (PAC) -of which PAC1 corresponds to the implementation of the actions during 2019, PAC2 during 2020 and so on- with a previous identification period carried out in 2018 (from November 1 to December 2018).

The purpose of this evaluation is to assess the implementation of the above-mentioned program in the identification phase and PAC1, PAC2 (January 2019 to December 2020) and first half of PAC 3 (January to Jun 2021).

### 1.2. Justification and rationale for assessment

Alianza por la Solidaridad is committed to carrying out actions that facilitate learning and feedback on the programmatic lines it develops. The midterm evaluation of this agreement will allow a response to the needs on the progress of the actions, the design of the intervention, and provide recommendations that allow their adjustment. The focus on the external evaluation allows the contribution of an external perspective that can contribute with new elements that until now have not been taken into account.

Additionally, there are some strategic reasons for carrying out the evaluation related to the generation of knowledge within the framework of the sectoral line of promotion of Economic Rights and the Right

to a Life free of Violence, undertaken by Alianza por la Solidaridad in the country, as well as with learning processes that allow improving the quality of the intervention strategy.

Based on the evaluation processes, it is intended to follow a culture of quality improvement from the design, implementation, measurability and impact of Alianza por la Solidaridad's interventions together with its partners.

### **1.3. General objectives of the assessment**

The main objective of this assessment is to establish recommendations and draw lessons learnt in order to improve the quality and impact of future interventions, paying special attention to the degree of achievement of the expected results, implementation, coordination, quality, relevance, impact of the collective processes carried out together with the design, implementation and monitoring of the intervention as a whole.

In relation to the strategic reasons for the assessment, the aim is to incorporate lessons learnt in the decision-making process and develop capabilities within the team, in a way that ongoing interventions and future actions are strengthened and improved progressively.

Furthermore, through accountability to the funding agency, the aim is to foster a culture of transparency and increase the coherence of the intervention in relation to the context of the areas of intervention and to the experience of Alianza and its partners.

### **1.4. Type of assessment**

An external mid-term evaluation is configured to, from a systemic perspective, evaluate the structure of the intervention, the processes promoted, as well as the preliminary results achieved. Both quantitative and qualitative methodology will be combined to collect information on the 3 actions carried out in the Alianza por la Solidaridad Agreement by AECID and with code 18-CO1-1179.

Although the evaluation is configured as external to guarantee objectivity and impartiality, it will include the participation of technical personnel from Alianza por la Solidaridad as well as local partners who know the main cultural and organizational elements and are familiar with the object of evaluation and its context. Thus, guaranteeing a greater adaptation of the evaluation process to the reality to be evaluated, as is committed in the Master Plan of Spanish Cooperation, so that the monitoring and evaluation system of the intervention is strengthened while respecting the principles of impartiality and independence.

### **1.5. Use and expected outcomes of assessment**

It is expected that the team responsible for the implementation of the evaluation will provide recommendations regarding the design, monitoring mechanisms, obtained results and to the extent possible, impacts too.

Recommendations will be used by the management team and local stakeholders to improve the interventions that will continue in the area, so that quality, impact, relevance, effectiveness and efficiency of Alianza and its partners are improved.

To this end, the Evaluation Management Unit will disseminate the results of the evaluation among the actors involved in the intervention. They will also be used for the formulation of the following annual plans (PAC) or the renewal of the PAC in execution at the time of delivery of the evaluation report.

## **2. BACKGROUND INFORMATION ON THE INTERVENTION**

### **2.1 History of the intervention**

Alianza por la Solidaridad has been working in Palestine since 1993, gradually specializing in the promotion of women's rights and gender equality for the Palestinian population, combining it with the need for protection work that the Palestinian conflict- Israeli imposes. In close collaboration with Palestinian organizations and other local and international actors, the changes generated by the conflict have been analyzed for a continuous improvement and adaptation of the strategy. Today, she has consolidated experience in the women's rights sector; specifically in the fight against gender violence with a track record of more than 8 years promoting comprehensive actions that incorporate prevention, empowerment and response to GBV. In addition, the promotion of economic rights has been incorporated, formulating innovative proposals for entrepreneurship and employability in non-traditional sectors for women. Alianza has a consolidated presence in the different areas of the occupied Palestinian territory (West Bank, Gaza and East Jerusalem) with offices and stable international and Palestinian staff in Gaza and East Jerusalem.

Alianza has extensive experience and expertise on women's rights activities and there is a high degree of knowledge about the environment and relation with the population, civil society organizations, other humanitarian actors and local public entities. The proposal has been built as a product of that and is framed in the approaches, objectives and lines of action envisaged in the strategy proposed by local partners for years to come.

### **2.2 Programme AECID 18-CO1-1179**

The AECID Agreement 18-CO1- 1179 constitutes the instrument that gives content to the strategy for promoting Economic Rights and the Right to a Life Free of Violence of Alianza in Palestine. The general objective of the agreement is to contribute to the recognition and full exercise of the Right to a Life Free of Violence and the Economic Rights of Palestinian women in the West Bank and Gaza. The specific objective states that Palestinian women survivors or at risk of gender violence have been empowered and their external environment has improved for the exercise of their economic rights and the right to a life free of violence.

The programme is implemented jointly with three partner organizations: Culture and Free Thought Association (CFTA), Women's Affairs Technical Committees (WATC), Palestine Information and Communications Technology Incubator (PICTI) and Palestinian Family Planning and Protection Association (PFPPA).

The amount subsidized by AECID amounts to 2,500,000 Euros, which is completed with public and private co-financing up to a total budget of the intervention of 2.595.000Euros for the five years of intervention.

This intervention aims to address both the issues faced by female GBV survivors, and issues related to the cultural and legal environment that is not compatible with the full implementation of women's rights. On the one hand, the action aims to support survivors of gender violence or at risk of gender violence through a holistic approach and especially through:

- Improving the quality of multisectoral GBV services through the creation of specialized and non-specialized training for personnel, including the incorporation of a greater focus on GBV and disability and breast cancer (Result 1);
- The dissemination of knowledge and awareness of women's rights, as well as the multisectoral GBV services available through awareness-raising and training sessions (Result 1);

- Monitoring of the empowerment process for survivors of GBV (including psychosocial support, legal advice, sensitization / awareness, etc) (Result 1);
- Supporting women survivors of GBV during the economic empowerment process (Result 2);
- Support grassroots communities made up of women and other organizations promoting advocacy initiatives, also thanks to the new evidence that will be generated in the 2 studies to be carried out. (Result 3).

In general, the majority of women involved in these activities will go through a certain level of empowerment, whether at the individual, social, economic or political level, which will allow them to have a greater capacity to decide about their lives.

On the other hand, the programme seeks to address some of the existing gaps in the environment, seeking to make it conducive to the fulfilment of women's rights, acting at different levels. First, action will be taken at the community level with special attention to men (whether they are relatives of survivors of gender violence, the community, community leaders). It will be done through awareness rising and talks on women's rights, gender equality, positive masculinities, GBV, etc. (Result 1). At another level, it will address universities, private companies, unions advocating and identifying ways for greater employability of women and better treatment in the workplace, with the aim of agreeing on the implementation of some regulatory frameworks. Finally, the Office of the President, the Ministries, the Law Adaptation Committee, etc., advocating for progress in relation to the Family Protection Law, the Criminal Law, the Civil Status Law.

A shared strategy is proposed in multiple areas of the occupied Palestinian territory (both the West Bank and Gaza) and is comprehensive, which articulates three actions in relation to the results proposed:

## **ACTION 1**

OE1.R1: Strengthen protection services for survivors of Gender-Based Violence (from a prevention and response-provision approach), implementing a multisectoral services considering the international standards established by the IASC.

### **Activities:**

- A1.R1. Capacity building in identification, attention and improvement of the quality of gender violence services
- A2.R1. Response to GBV: Provision of multisectoral services (psychological support, social and legal support), with sexual and reproductive health services as the main entry point in conjunction with mobile units
- A3 .R1. GBV prevention: at the community level, with men (including family members of surviving women) religious and community leaders
- A4.R1. Collection and analysis of GBV data (GBVIMS), documentation, reporting and dissemination of information, generation of learning and good practices

### **Rights holders:**

- At least 11,000 adult women will have access to GBV services in both the West Bank and Gaza
- Around 8,360 women and 5,480 men from the communities will be reached by the GBV awareness and prevention services.

### **Obligation and responsibility holders:**

- National and International organizations from the GBV subcluster
- Ministry of Women Affairs, Ministry of Social Affairs. Palestinian Protection Forces
- Israel as an occupying power

**Local partner:** Palestinian Family Planning and Protection Association (PFPPA), Culture for free thought Association (CFTA).

## **ACTION 2**

OE.R2: Contribute to the exercise of the Economic Rights of Women, through complementary strategies of technical training and personal empowerment, which facilitate the labour insertion of women and / or the implementation of new economic initiatives, in addition to the promotion of a favourable environment with advocacy campaigns and work with holders of responsibilities and obligations.

### **Activities:**

- A1.R2. Training and promotion of personal, social and political empowerment processes for women.
- A2.R2. Economic empowerment activities: capacity building, business scholarships, support for economic ventures, creation of business incubators. Support for the design and implementation of economic strategies according to the professional and psychological profiles of women.
- A3.R2. Training in personal empowerment - including use of internet applications - security issues, data protection, etc. for women survivors or at risk of gender violence.
- A4.R2. Awareness campaigns to break discriminatory imaginaries for women, preventing their personal and professional development.
- A5.R2. Creation of spaces for dialogue and agreement between actors (Universities, private sector, unions, etc.) to promote new opportunities for entrepreneurship and employability that include non-sexist practices.
- A6.R2. Advocacy actions for the adoption of measures that facilitate access to decent livelihoods for women, eradication of violence against women in the workplace, as well as regulatory frameworks

### **Rights holders:**

- 212 women participating in economic empowerment initiatives
- 880 women will receive personal empowerment sessions and training for their professional development

**Local partners:** Palestine Information and Communications Technology Incubator (PICTI), Women's Affairs Technical Committee (WATC).

**Obligation and responsibility holders:** The National Committee for the Employment of Women, Ministry of Social Development, Ministry of Labor, private sector, Unions.

## **ACTION 3**

OE1.R3: Supporting women's organizations and CBOs in the exercise of their active citizenship and their leading role as agents of change in a patriarchal society, and in the participation of coordination and advocacy spaces typical of the Palestinian women's movement for the fight for their rights and gender equality. It will be promoted that the women's movement succeeded in influencing the modification of the legal frameworks that allow discrimination against women from local spaces to the national level.

### **Activities:**

- A1.R3. Capacity building: organizational management, leadership and participation processes for grassroots organizations
- A2.R3. Training in participatory mechanisms and identification of needs at the local level to carry out advocacy and awareness campaigns at the local level.
- A3.R3. Studies and research on economic rights for political advocacy

- A4.R3. Studies and research on issues related to gender violence for political advocacy
- A5.R3. Coordination and work in existing coalitions and networks: Al Muntada, National Coalition for Resolution 1325 - Advocacy on GBV for legal reform
- A6.R3. Advocacy action to promote changes in regulatory frameworks and policies for formal equality

**Rights holders:**

- 500 women from 50 community-based organizations (CBOs)
- Women's and youth organizations, which will strengthen capacities for advocacy and the exercise of active citizenship

**Local partners:** Culture and Free Thought Association (CFTA) y Women's Affairs Technical Committees (WATC)

**Obligation holders:** The National Committee for the Employment of Women

- The Law Adaptation Committee (composed of the ministries and the General Union of Palestinian Women)
- National Committee for Resolution 1325
- Most relevant Palestinian ministries for the advancement of women's rights
- The Municipal Councils
- The Office of the President of the Palestinian National Authority

### **3. SCOPE OF THE ASSESSMENT AND STAKEHOLDERS INVOLVED**

#### **3.1 Defining the scope of the report**

In the time frame, the evaluation will cover PAC 1, PAC 2 and first half of PAC3, which will be finalized at the time of the intermediate external evaluation.

From the aspect of distribution by shares, it will comprise actions 1 to 3 according to the components that have been referred to in section 2.1 of these technical specifications. Actions that aim to achieve the general objective established in the logical framework matrix.

Geographically, the actions of this agreement are developed in the Occupied Territory of Palestine, in the following areas:

- West Bank: Jenin, Tulkarem, Bethlehem and Hebron
- Gaza Strip: MiddleArea / Al-Bureij

As mentioned above, the midterm evaluation will cover both the structure of the agreement, the processes promoted as well as the results achieved.

### 3.2 Documents and sources of information to which the assessment team will have access.

TABLE: Documentation Matrix

<p><b>Documentation and information regarding the design of the intervention</b></p>	<ul style="list-style-type: none"> <li>- Pre-agreement document</li> <li>- Documentation of the identification phase</li> <li>- Programme documents approved by the donor</li> <li>- Formulation PAC1, PAC2, and PAC3</li> <li>- Baseline Document</li> <li>- Communications between the ONGD and AECID in relation to the agreement.</li> <li>- Agreements between the consortium organizations</li> <li>- Final and intermediate evaluations of other related interventions</li> </ul>
<p><b>Information regarding the process and tracing of the intervention</b></p>	<ul style="list-style-type: none"> <li>- Technical and financial PAC1 Monitoring Report (with sample of verification sources)</li> <li>- Technical PAC2 Monitoring Report (with sample of sources of verification)</li> <li>- Quarterly reports on monitoring the agreement</li> </ul>
<p><b>Methodological information</b></p>	<ul style="list-style-type: none"> <li>- AECID formats for monitoring reports and instructions.</li> <li>- Formats of the Alianza por la Solidaridad Monitoring System</li> </ul>
<p><b>Institutional information</b></p>	<ul style="list-style-type: none"> <li>- Alianza's Annual institutional reports .</li> <li>- Master Plan for Spanish Cooperation 2020-2024</li> <li>- Alianza's Institutional Strategic 2020-2026</li> </ul>
<p><b>Information of the context</b></p>	<ul style="list-style-type: none"> <li>- Laws, plans and relevant information of the country and areas of intervention</li> </ul>

### 3.3 Participation: stakeholders involved in the intervention to be assessed and in the assessment itself

- Local Partner Organisations: Executive directors and managers running the intervention, as well as key local staff involved in the implementation of the intervention in managerial, executive, technical and administrative roles.

- Rights holders: Focus groups of beneficiaries will be selected according to criteria of relevance and representativeness.

- Alianza por la Solidaridad: Technical and administrative staff in the Jerusalem office and the Madrid office involved in the action; Country Coordinator in Palestine and Alianza's Director.

- Spanish Agency for International Cooperation and Development (AECID): AECID Technical Cooperation Offices in the oPt and Humanitarian Action Office, NGO Unit in Madrid.

- Other interested parties:

- Representatives of Ministry of Women Affairs.
- Representatives of UNFPA (SGBV working group).
- Representative of Protection Cluster (OHCHR).
- Representatives of UNWomen.
- Representatives of Ministry of Social Affairs.

In order to maximize safety and efficiency in the implementation of the assessment, logistical assistance will be provided by Alianza office in Jerusalem and Gaza, including the provision of logistical support from the staff of these offices.

### **Management Unit**

The Management Unit will be comprised of personnel of Alianza in Palestine and Spain, together with local partners. They will be responsible for:

- Promoting and leading the design of the assessment, drawing up and developing the ToR
- Selecting the assessment team
- Supervising the evaluation process to ensure it is carried out according to plan.
- Coordinating and monitoring the quality of the process
- Facilitating field work activities of the assessment team and verifying compliance with the plan
- Disseminating the results of the assessment, at least to the stakeholders

### **Monitoring Committee:**

It will be made up of the Management Unit, and the Palestine OTC will also be invited to participate in this Committee. The monitoring committee has the following functions:

- Approve the evaluation planning documents
- Validate the products that are obtained
- Provide the evaluation team with access to all relevant information and key informants
- Supervise the quality of the evaluation process

In practice, this Committee will be made up of the team conducting the intervention of both Alianza por la Solidaridad and the partners (Management Unit) plus the persons designated by the OTC. For this reason, the committee and the unit will be the same operating group and the people of the OTC will be included for the approval and validation of the different documents that are generated and to contribute to guaranteeing the quality of the entire process.

### **Committee for monitoring the Agreement:**

It is the regular channel for monitoring the Agreement. Formed by members of AECID and Alianza. Regarding the evaluation, this commission will meet during the design process, if necessary, and on a mandatory basis at the time of discussion of the final report.

#### 4. QUESTIONS AND LEVELS OF ANALYSIS FOR THE ASSESSMENT.

In accordance with the way in which stakeholders participate and the adaptation to specific information needs, the following key questions have been selected:

CRITERIA	INFORMATION NEEDS	KEY QUESTIONS
<b>RELEVANCE</b>	The relevance assessment consists of an evaluation of the suitability of the results and the objectives of the intervention in relation to the context in which it is conducted.	<ul style="list-style-type: none"> <li>- Does the intervention address the priorities and needs of the rights holders targeted by the project?</li> <li>- To what extent does the project respond to the needs and interests of local organisations?</li> <li>- To what extent is the intervention adjusted and has responded to the prioritized needs in the areas of intervention in relation to existing strategic documents in the country?</li> </ul>
<b>EFFECTIVENESS</b>	The effectiveness assessment aims to measure and evaluate the extent to which the objectives originally established are being met. That is to say, it aims to assess the intervention in terms of its orientation towards results.	<ul style="list-style-type: none"> <li>- Is the design of the intervention correctly oriented and effective towards foreseen results and outcome indicators? Do the established indicators allow an adequate measurement of results and defined objectives, from a theory of change?</li> <li>- The women that received multisectoral GBV services have gained control over their own decision making related to personal, social, economic and political activities? What about those who received personal empowerment training?</li> <li>- To what extent have women and men that received prevention and sensitization GBV services changed their conscience, attitudes or conducts towards women's rights?</li> <li>- Are the services implemented promoting Economic Rights and the Right to a Life Free of Violence of women?</li> <li>- Are the lobby initiatives facilitating the creations of new opportunities of entrepreneurship and employment with non sexist practices in the workspace?</li> <li>- Are the activities carried out generating a stronger decision making role of women within their communities?</li> <li>- Alianza and its partners are contributing effectively to promote the women's right agenda in Palestine?</li> <li>- Is the employability strategy of the project managing to train and strengthen the employability of survivors or women at risk of GBV?</li> </ul>
<b>EFFICIENCY</b>	Efficiency analysis refers to the study and assessment of the results achieved in comparison with the resources employed.	<ul style="list-style-type: none"> <li>- Is the transformation of resources into results being carried out efficiently? Are there any alternatives for achieving results using fewer resources?</li> <li>- Are the human and material resources sufficient for achieving the projected results and objectives?</li> <li>- Are the capacities of Alianza and partners sufficient to achieve the expected results and objectives?</li> <li>- Are the human and material resources investing in strengthening GBV services sufficient for improving its quality? To what extent has this improvement happened? Are women more and better attended due to the new resources employed?</li> <li>- Are the funds invested in promoting women's income generating projects enabling them to have a stable income?</li> </ul>
<b>ALIGNMENT</b>	The alignment assessment should reflect the degree of compliance	<ul style="list-style-type: none"> <li>- Are the proposed objectives and results in line with the Strategic Development Plans of Palestine?</li> </ul>

	with the development strategies, management systems and procedures established in the intervention country, especially in terms of women's rights.	<ul style="list-style-type: none"> <li>- Is the Project in line with international and, above all, national instruments for prevention and protection of GBV and employability of women?</li> <li>- Do the strategies for strengthening multisectoral services in response to GBV make it possible to consolidate improvements in quality and promote the institutionalization of advances?</li> </ul>
<b>CONSISTENCY</b>	This evaluation is conducted on two levels. One is internal, assessing the articulation of the objectives of the intervention using the instruments proposed to achieve them, and their adequacy in relation to the problems. The other is external, and analyses the compatibility of the intervention with other strategies and programmes with which there may be synergies or complementarity.	<ul style="list-style-type: none"> <li>- Has the intervention taken into account different needs of women, in particular with regards to training, capacity building and awareness raising activities and in relation to promoting economic rights?</li> <li>- Are the materials used in training and awareness raising sessions incorporating gender approach and human rights based approach coherent with the whole intervention strategy?</li> <li>- Are the training strategies and the strategies used in awareness-raising sessions, including materials, methodology, staff skills, etc. facilitating the acquisition and application of knowledge by participants?</li> <li>- Are the different aspects and strategies included in the intervention complementary and mutually strengthening?</li> <li>- Does the project establish mechanisms for coordination and articulation with other key stakeholders, decision-makers and interventions nationally and internationally?</li> </ul>
<b>APPROPRIATION</b>	This aspect assesses the extent to which partner organisations and rights holders exercise effective leadership with regard to the intervention and its strategies	<ul style="list-style-type: none"> <li>- To what extent have the local partners participated in the design, management, monitoring and evaluation of the intervention?</li> <li>- Are the local partners and women organisations proposing actions to reorient activities if some activities are not generating the expected results?</li> <li>- Are the actions of the programme helping women's organizations and civil society organizations have more capacity to carry out social control, advocacy and dialogue with public actors (at various levels)?</li> <li>- Are the training and empowerment sessions generating knowledge and institutional appropriation of citizens to foster the implementation of policies that promote gender equality, economic rights and the right to a life free of violence?</li> </ul>
<b>PARTICIPATION</b>	The analysis of the participation focuses on the determination of the agents that have been involved in the various stages of the intervention, assessing their involvement in the decision making process.	<ul style="list-style-type: none"> <li>- Have the participatory processes with stakeholders been appropriated and efficient?</li> <li>- Have the decisions made through the participatory process been implemented during the Project implementation?</li> <li>- What are the main barriers and the main benefits of the participatory process implemented with stakeholders of the project?</li> <li>- Do the campaigns promoted by the members and by Alianza por la Solidaridad allow participation and articulation with other actors and position the subject of the agreement among the citizens?</li> <li>-</li> </ul>
<b>COVERAGE</b>	The coverage assessment focuses on the analysis of the beneficiary groups and on the assessment of their suitability for the beneficiaries, and looks at	<ul style="list-style-type: none"> <li>- Are there barriers that impede the access of the rights-holders that comprise the target population included in the plan? Are there mechanisms to overcome these barriers?</li> <li>- Have mechanisms been designed to improve right holders' access to project services?</li> </ul>

	the causal factors of the possible biases towards certain groups or barriers that impede their access.	- How is the coverage of most vulnerable groups included in the Project?
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## EVALUATION CRITERIA

The table below details the assessment criteria established for the evaluation:

TABLE: Assessment criteria

CRITERIA	PRIORITY
RELEVANCE	2
EFFECTIVENESS	2
EFFICIENCY	2
ALIGNMENT	1
CONSISTENCY	1
APPROPRIATION	2
PARTICIPATION	2
COVERAGE	1

Prioritisation from 1 (max.) to 3 (min.)

## 5. METHODOLOGY AND WORK PLAN

### 5.1 Methodology

The methodological rigor of the assessment design will be evaluated, allowing it to:

- Ensure the application of quantitative and qualitative techniques, taking into account the validity and reliability associated with social research;
- Provide a methodological emphasis able to validate the four levels of evaluative analysis: I) findings, II) interpretative analysis based on the data, facts and information found, III) conclusive verdicts (conclusions) and IV) recommendations;
- Offer a standard interpretation, taking into account the dimensions of the intervention (design, structure, resources, processes and outcomes), and which interprets the causes and contributing factors.

Exceptionally, and taking into account the challenges of covering all the key questions agreed with partner organizations and Alianza, the assessment team, in agreement with the Management Unit, may prioritize issues that, without undermining the usefulness of the assessment and its main interests, allow the subsequent analysis to be carried out with the necessary methodological rigor and interpretative support of the findings.

## 5.2 Work plan: phases, deadlines and outcomes.

The assessment will comprise the following phases:

1. **Design and desk review:** During this phase it will be necessary to examine all the documentation and gain a detailed understanding of the intervention, as well as holding preparatory meetings with those in charge of running the Program, so that the assessment team will be well prepared to deal with the following issues:
  - Establishing the specific objective of the assessment and the evaluative context in which it operates, including the sources and conditions of access to information, and identify key informants.
  - Operationalizing the key questions through indicators and propose appropriate techniques for the collection of information.
  - Refining the methodological instruments and data collection tools, and their feasibility in terms of collecting and processing data.

At the end of this phase, **the assessment team will prepare a methodological proposal that will include, at least**, the following elements:

- a) Objectives and scope of the assessment
- b) An assessment matrix comprising
  - I) evaluation criteria and relevant questions
  - II) indicators that operationalize these questions,
  - III) proposed techniques and information gathering tools for each case.
- c) Identification of key informants
- d) Methodology planned for data analysis

This final design will then be approved by the Management Unit as the final step in the desk study phase.

Additionally, the assessment team will present a **communications plan** that will include the return of contributions made by field work participants and the conclusions and recommendations that will facilitate their appropriation by the various stakeholders. Furthermore, the plan will be approved by the Management Unit.

During this period, the agenda for field work will also be agreed. The itinerary for field work, the key informers and the work schedule will be agreed in collaboration with the Assessment Monitoring Committee.

2. **Fieldwork:** Whilst field work is being carried out, the required quality control information, both quantitative and qualitative, will be produced in order to meet the information needs detailed in section 4 "Questions and assessment levels" and 5 "Assessment Criteria," using the tools previously designed.

Field work will be carried out in the different areas where intervention activities are conducted and also in local partner management, planning and administration units, as these centralised units are a key element of field work.

Once the field work stage has been completed in the country, preliminary feedback meeting should be scheduled with the stakeholders involved and linked to the intervention, including the authorities and partner institutions concerned.

At this stage, in addition to the work carried out in the various intervention countries, it is essential to rely on the participation of key personnel at the Alianza por la Solidaridad headquarters in Madrid, as well as others who may be considered relevant (the Program Monitoring Unit in Madrid, for example).

Logistical support will be provided by Alianza in Spain and Palestine, as well as by various local partners, through the Management Unit, to implement the agenda of meetings, workshops, interviews and data collection and processing.

3. **Preparation of the report:** The report should be drafted in accordance with the recommendations set forth in section 7 of this document. A final draft will be drawn up to be reviewed and discussed by all parties until a definitive report is produced. This discussion will take place at a regional feedback workshop. Once the final report has been produced, it will be submitted to AECID and to the various stakeholders involved in the intervention.

The results of the assessment should be presented in a way that differentiates facts from interpretations and conjectures. Conclusions (factual findings regarding the criteria and factors evaluated), lessons learned (cause-effect relationships between activities undertaken and the outcomes obtained) and recommendations (suggestions to improve the cause-effect relationship and design logic of the intervention, information systems that should be implemented, etc.) will be presented to the Management Unit.

**Work plan:**

The timeframe for the different phases will be roughly as follows:

TABLE: Assessment timeframe by week

PHASE	ACTIVITIES	PRODUCTS	WEEKS								
			1	2	3	4	5	6	7	8	
II. Design and desk review	Document review	<b>An initial working document</b> detailing the objectives, scope and description of the review methodology, data collection tools, methods of analysis, key agencies and informants (Including interview scripts), review questions and work plan with the schedule of activities and outcomes									
	Development of methodological tools										
	Preparation of field work										
	Preparation of the schedule and logistics plan in coordination with Alianza office and the offices of the partners.	<b>Field work</b> schedule/agenda									
III. Fieldwork	Information gathering	<b>Preliminary</b> results report.									
	Preliminary results reporting										
IV. Report	Drafting of preliminary report										

	Feedback workshop on the draft report	<b>Draft of full report</b> (around 50 pages), which will highlight the key findings, conclusions, lessons learned and recommendations Drafting of five-page executive summary																		
	Feedback with comments and suggestions for the assessment team	<b>Alianza and partners provide written feedback for the assessment team</b> Minutes of the meeting held by the assessment team																		
	Drafting of final report																			
	Translation of report	<b>Final assessment report</b> and executive summary, in printed and electronic format, and in both <b>English and Spanish</b>  <b>PowerPoint presentation</b> reporting the results, which can be used as a tool to provide feedback for the various stakeholders.																		

## 6. STRUCTURE AND SUBMISSION OF FINAL REPORT.

The final assessment report should not exceed 50 pages (not including appendices), and will include an executive summary of a maximum of 5 pages. Furthermore, an assessment summary sheet should be submitted following the format established by the DAC of the OECD for their assessments inventory, with a presentation in PowerPoint format to provide feedback to the various stakeholders.

After the submission of the report in electronic format and once the English version has been approved, the assessment team will provide 2 printed copies of the definitive version of the final report in Spanish and three copies in English, together with the digital copy of the report.

The final report will include the following sections (indicative content):

0. **Executive summary:** 3-5 pages, including the main results and recommendations of the assessment.
1. **Introduction**, outlining the purpose of the assessment, the questions and the principal results
  - I. Background and objective of the assessment
  - II. Methodology used in the assessment
  - III. Conditioning factors and limitations of the study
  - IV. Presentation of the work team
2. **Description of the intervention** under assessment, which outlines its objectives and logical planning structure, highlighting in particular the expectations of compliance at the interim point in the execution of the intervention; brief history and background, organisation and management; stakeholders and economic, social, political and institutional context in which the intervention is conducted.
3. **Analysis of information gathered**, addressing the assessment questions and criteria established previously, organized in accordance with the comprehensive approach of the proposed assessment. Analysis of the different levels (design, process, outcomes)
4. **Results of the assessment**, presenting the evidence disclosed in connection with the assessment questions and the interpretations put forth on this evidence

5. Assessment findings, in relation to the established assessment criteria
6. Recommendations arising from the assessment, and which are oriented toward improving the intervention under assessment through specific indications to improve the design, management processes and impacts of the intervention activities.
7. The lessons learned, which are detailed in the general conclusions, show good practice and can be extrapolated and serve as feedback for the actions of the Program
8. Appendices: to include the ToR, proposed methodology, the data collection tools applied duly completed and ordered, the database used with all information organized and updated, the work plan and mission statement (detailed breakdown of all work undertaken), among other elements that may facilitate the assessment process and the CAP summary sheet.

All documentation produced by the assessment team will be written in English, except for the final report, which will also be **submitted in Spanish**.

The draft report will be discussed by assessment team, until a final report is produced.

## 7. THE ASSESSMENT TEAM: REQUESTED CRITERIA

Minimum number of evaluation team members: 2, a consultant who will be in charge of coordinating the team, and a consultant team member.

### Assessment team coordinator

- Master's or doctoral degree, preferably in Social Sciences.
- 10 years of experience in design, implementation and assessment of development and humanitarian action interventions, with at least 5 years' experience in gender-specific interventions.
- Experience in monitoring and evaluations and in results-based management.
- Experience and knowledge of gender issues, gender-based violence and economic rights interventions.
- A good knowledge of socio-political policies and the situation in the Occupied Palestinian Territory, as well as the specific conditions affecting women with special attention in labour conditions.
- Proven experience as an assessment team leader, with team leadership skills and the ability to work as part of a team of other expert evaluators.
- Ability to produce well-written reports that demonstrate excellent analytical and communication skills.
- Ability to work with the organization and with other stakeholders to ensure the delivery of a high quality production a timely manner.
- Experience in capacity building is essential.
- Excellent command of English.
- A good command of Spanish is desirable.
- A good command of Arabic is desirable.

The Assessment Team Coordinator will be responsible for coordinating the assessment as a whole, the assessment team, the work plan and the presentation of the revised intermediate products.

### Team member

- Bachelor's degree with at least 3-5 years of experience in gender researches.
- 1 or 2 years' experience in development action programs assessment using participatory tools
- Extensive experience in monitoring and assessment of development/humanitarian action, gender projects and economic rights projects.

- Experience and knowledge of gender issues, and in particular, gender based violence and economic rights.
- Experience in facilitating workshops on assessment findings.
- A good knowledge of socio-political policies and the situation in the Occupied Palestinian Territory, as well as the specific conditions affecting women and girls.
- Knowledge of methodologies employed for qualitative and quantitative data collection.
- Ability to work as part of a team
- Good level of spoken and written English
- Fluent Arabic.
- A good command of Spanish is desirable.

Examples of the distribution of tasks among members of the assessment team:

Team Coordinator	Team Member
Complete the design of the assessment and the questions based on feedback from the reference group	Assist the Coordinator in the review and collation of the Initial Report.
Present the initial draft report to the reference group and include their remarks in the review	In accordance with the initially approved document, assist in coordinating data collection, including focus group discussions with the different categories of respondents
Manage the coordination and implementation of data collection activities: desk review, focus group discussions and surveys	Assist in the data collection process: field interviews and discussion groups; Help in the implementation and monitoring of the survey questionnaire
Carry out data analysis, consolidation of the final report and the layout of the report	Analyse the data and prepare the draft report
Present the draft of the final report to the reference group and submit the final version	Co-present the final report and the remarks regarding the document.

It would be desirable for the assessment team to be balanced in terms of the gender of its members.

Previous knowledge of the intervention countries of the Program would be a plus.

The recruitment process of the assessment team will be carried out by the Assessment Management Unit.

## 8. ASSESSMENT, AUTHORSHIP AND PUBLICATION PREMISES

- **Anonymity and confidentiality.** - The assessment should respect the right of individuals to provide information with an assurance of anonymity and confidentiality. Furthermore, the assessment team should inform the people participating in the evaluation of the scope and limits of this principle of anonymity and confidentiality.
- **Responsibility.** - Any dispute or difference of opinion that may arise between team members, or between those in charge of the Program and team members, will be discussed and resolved within the Assessment Management Unit.
- **Integrity.** - The evaluators will be responsible for highlighting issues not specifically mentioned in the ToR, should this be necessary in order to obtain a more complete analysis of the intervention.
- **Independence.** - The assessment team should ensure the independence and objectivity of the information, statements and conclusions made regarding the intervention under assessment.
- **Incidents.** - In the event of problems arising during the execution of field work or at any other stage of the assessment, these should be reported immediately to the Assessment Management Unit,

depending on the nature of the incidents. Otherwise, the existence of such problems should under no circumstances be used to justify the failure to achieve the results required by SI in this Technical Specifications Document.

- **Validation of information.** - The assessment team will be responsible for ensuring the accuracy of the information gathered for the preparation of reports, and will ultimately be responsible for the information presented in the assessment report.
- **Submission of Reports.** - In the case of late delivery of reports or in the event that the quality of reports submitted is manifestly inferior to that agreed, the penalties set forth in the contract will be applied.
- **Copyright and disclosure.** - Copyright rests with the organisation that commissioned the assessment. However, AECID has the right to reproduce, distribute or publicly communicate the assessment report without the prior agreement of Alianza where this is necessary in order to adhere to the requirements of administrative procedures, and will only act with the prior permission of the organisation when disclosure is required for some other reason. The dissemination of the information collected and of the final report is the prerogative of Alianza and AECID. Alianza reserves the right to direct the assessment and/or decide on its various aspects.

## 9. DEADLINES FOR THE EXECUTION OF THE ASSESSMENT

The starting date of the assignment is expected to be on the 15<sup>th</sup> August. The fieldwork will be carried out following the stages of desk review and methodological preparation, preferably **in early September**. The deadlines for the completion of the evaluation will be agreed by the assessment team and the Assessment Management Unit in accordance with the technical proposal submitted by the team. In any case, the wording of the final assessment report, its presentation and approval by the Assessment Management Unit should be completed **before 30<sup>th</sup> of October, 2021**.

## 10. ASSESMENT BUDGET

The total estimate for the required assessment is **15,000 €** (including VAT), itemised as follows:

Items	%	Euros
Contract Signature	20%	3.000€
Completion of desk review phase and approval by the Management Unit of the documentation submitted	40%	6.000€
Approval of the final assessment report by the Management Unit	40%	6.000€
<b>TOTAL (including VAT)</b>	<b>100%</b>	<b>15.000€</b>

## 11. SUBMISSION OF TECHNICAL PROPOSALS AND ASSESSMENT CRITERIA

Submission of tenders should be made by email to the addresses listed below, indicating on the cover page the title and code of the corresponding Program.

The content of the tender should include at least the following sections:

- A)** Preliminary assessment matrix, representing the working hypothesis based on the summary of the Program and the assessment questions mentioned in this document.

The matrix must include the following elements as a minimum:

- I) evaluation criteria and relevant questions
- II) indicators that operationalize these questions,
- III) proposed information collection techniques for each case.

**B)** Detailed schedule proposal with a breakdown of the work to be executed in all phases, including the proposed communication plan for conclusions and recommendations.

**C)** Breakdown budget as detailed below:

Design stage:

- Document review
- Adjustment and validation of assessment design, production of final evaluation matrix and proposed methodology
- Design and development of techniques for collecting information

Field work phase:

- Execution of field work
- Data interpretation
- Results preview and feedback

Report writing phase:

- Preliminary report and revision of conclusions and recommendations
- Regional feedback workshop
- Drafting and translation of final report

**D)** Curriculum vitae of the assessment team.

All proposals must be submitted in English.

**Criteria for assessing tenders:**

Tenders received will be assessed according to the following criteria and standards:

CRITERION 1: Technical quality of the proposal (maximum 5 points out of 10 for the proposal as a whole. Minimum of 3 points).

CRITERION 2: Professional profile, CVs of the assessment team (maximum 4 points out of 10 for the proposal as a whole).

CRITERION 3: Budget (maximum 1 point out of 10 for the proposal as a whole).

**Place and deadline for submission of tenders:**

Tenders should be submitted in English by email to: [bmingo@aporsolidaridad.org](mailto:bmingo@aporsolidaridad.org), AND [eanadon@aporsolidaridad.org](mailto:eanadon@aporsolidaridad.org) indicating the reference "Final Assessment AECID Convenio 18-CO1-1197" in the email subject.

The deadline for submission of tenders is **8<sup>th</sup> March 2021**.