



Terms of Reference

**For Final Evaluation of the Regional Project:
“Boys and Men as Allies in Violence Prevention and Gender Transformation in
the Western Balkans – Young Men Initiative (YMI)”
The Leading evaluator and the Assisting evaluator– individual experts can
apply for specific position or evaluators teams**

(01st of December 2013 – 30th of November 2016)

Deadline for application: July 10th 2016, 4 p.m. local time.

Financed by



About CARE in the Balkans

CARE’s mission in the region is to contribute to post-war recovery and the socio-economic development of Bosnia & Herzegovina, Croatia, Serbia, Kosovo and Montenegro. CARE in the Balkans consists of Offices in Sarajevo, Bosnia and Herzegovina (BiH), in Belgrade, Serbia and Pristina, Kosovo.

CARE’s work in the Balkans started in 1992, when it provided humanitarian support to people affected by war. In the late 90-ties CARE shifted its focus in the region from humanitarian post-war assistance and rehabilitation to socio-economic development engaging in interventions directed at conflict prevention and peace-building, sustainable livelihoods, gender equality and the prevention of gender-based violence.

CARE in the Balkans places the quality of its program at the center of its business and its mission and has developed a regional strategy that encompasses two main program directions: Gender Equality and Social and Economic Inclusion. The goal of the Social and Economic Inclusion Program is to strengthen capacities and create opportunities for marginalized, socially excluded and poor to integrate into society and access rights. CARE’s Gender Equality Program aims to empower women and girls vulnerable to violence, discrimination and poverty, to reach better life opportunities and social justice. CARE’s engagement and contribution lies in strengthening sustainability of key regional, national and/ or local civil society organizations and networks promoting gender equality and diversity, in the context of social inclusion and non-violence.

Background

The *Boys and Men as Allies in Violence Prevention and Gender Transformation in the Western Balkans* or Young Men Initiative (YMI) project builds upon CARE's comprehensive and programmatic effort to fight interpersonal and gender based violence (GBV) as well as to improve gender equality in the region. The YMI project has been implemented in Albania, Bosnia and Herzegovina, Kosovo and Serbia and is targeting young men and women to build their knowledge and attitudes concerning gender equality and healthy lifestyles and to decrease levels of GBV. The **overall objective** of the project is **to improve gender equality and decrease interpersonal and gendered violence within Serbia, Bosnia and Herzegovina, Albania and Kosovo society**. Unfortunately, in all targeted countries domestic and gender based violence, peer violence and terrorism in the light of ISIL influence in the region, remained main threats for youth and all citizens. In consequence the **project purpose** is to increase the uptake of healthy, non-violent and gender equitable lifestyles amongst boys and men (and girls and women) participating in the program.

To achieve these aims the YMI Project defined 3 inter-related expected results:

ER 1: Gender Transformative Life Skills program (Program M) adopted, accredited and teachers trained by Ministry of Education for use in secondary schools.

ER 2: Lifestyle and social norms campaigns to engage boys and men on issues of violence prevention, gender equality and fatherhood are developed and reach the targeted audience.

ER 3: Local NGO partners act as national resource centres and promote practice, policy and research work engaging boys and men.

Purpose of the Final Evaluation

The final evaluation will be carried out to contribute to a comprehensive understanding of change in knowledge, attitudes and behavior related to gender based violence, gender equity and healthy life styles amongst **boys and men (and girls and women), fathers, teachers, teacher trainees and journalists** from Serbia, Bosnia and Herzegovina, Albania and Kosovo participating in the program. The final evaluation will be carried out to contribute to a comprehensive understanding of project results accomplished as well, to identify lessons learned and provide recommendations in order to enhance CARE in the Balkans' future work, accountability and inform decision-making.

The evaluation is intended to contribute to an improvement of gender equitable policies, new educational processes and methods.

We intend to assess the knowledge level, attitudes, and behavior shifts since the beginning of the intervention of the above mentioned target groups **by focus group interviews and individual interviews ("face to face" and through skype)** after the different interventions targeting each group will be concluded. **The Endline assessment report** findings that will be based on quantitative research using self-administered questionnaires in May and June 2016 and that will be organized separately from the process of final evaluation, are expected to be included in the final evaluation report. The final evaluation contributes thus to **accountability towards our main stakeholders** (beneficiaries, donor, wider public) as well as to learning that shall inform future programming.

The final evaluation process is going to be conducted during the last phase of the project implementation, in period from **September 01st 2016 till October 31st 2016** (the detailed evaluation schedule is described in below written section The Timetable).

Objectives of the Final Evaluation

The overall objective of the final evaluation is to assess the results achieved based on OECD-DAC evaluation criteria. The evaluation shall address the first 33 months of project implementation.

Thus the specific objectives of this evaluation are to assess the **relevance, effectiveness, efficiency, sustainability and (the road to) impact** of the project in relation to the stated objectives and expected results, taking into consideration target groups/partners, beneficiaries and other affected parties.

The results of final evaluation will be used to inform the implementers, the donor and the involved stakeholders about the final findings and recommendations of the YMI project and to enable **learning, improved planning and implementation of** future CARE Balkans projects/programs in the region.

Subject and focus (scope)

Beside the analysis of the level of success of meeting the above stated criteria and complementing the specific evaluation questions below the evaluators will also assess the following aspects while conducting the evaluation:

1. Greater understanding of gender sensitive approaches by:
 - a. responsible **government representatives** regarding work with youth and generally in the context of the educational system and schools;
 - b. **media representatives** while reporting on youth (policies), education, violence, etc.
2. Improved organizational capacities for self-sustainable functioning as well as lobbying and advocacy capacities of the **project partners**.
3. Raised visibility of partners' work in their local communities and nationally.
4. Improved regional and cross-border cooperation among partners.
5. Strengthened capacities of **Roma, Ashkali and Egyptian (RAE) community leaders** to promote healthy lifestyles, gender equality and violence prevention in their target communities and inclusion of **RAE youth** in YMI programming;
6. Strengthened network of **youth peer educators and future teachers** (students of the teaching faculties) who will be capable to further scale up educational and promotional activities around Gender Transformative Life Skills program (Program M) implementation.
7. Improved capacities of local partners as national resource centers for promotion of practices, policies and research work on engaging boys and men and on gender based violence prevention.

Also in the framework of the evaluation field research shall be conducted **in all four project countries in at least one selected locality per country (Banja Luka, BiH; Belgrade, Serbia; Pristina, Kosovo and Tirana, Albania).**

Main evaluation questions

1) Relevance

- To what extent have the project purpose responded to the needs of the local communities and the relevant sectoral policies of the target countries and proven to be feasible?
- Have the activities implemented been relevant for achieving the project purpose and the expected results defined by the project?
- Have the planning process and the intervention reflect/address the views of the beneficiaries and other stakeholders involved?

2) Effectiveness

- To what extent have the project purpose and all the three expected results been achieved (see logframe matrix)?
- What actors/procedures/implementation methods were crucial for achieving the project purpose and the expected results?
- What factors hindered the achievement of project purpose and the expected results?
- Has the project time framework been sufficient for achieving outcomes and the intervention impacts?
- Has the monitoring system been appropriate to gain comprehensive qualitative and quantitative evidence about outputs/outcomes and impact of the Project?

3) Efficiency

- Has the relationship between the devoted resources and results been appropriate and justifiable?
- Are items purchased under this project used as planned?

4) Impact

Wherever feasible building upon the quantitative endline assessment the evaluation team is expected to assess:

- Has the long-term impact as defined by the overall objective been feasible? To which extent have all stakeholders/target groups as defined gained new knowledge and changed their behavior already? To which extent has the project contributed to the decrease of interpersonal violence in the particular municipalities?
- To what extent and in what way have the lives of project participants improved?
- What are the views of young men regarding gender roles and attitudes?
- What are young men's health behaviors, including alcohol consumption, smoking and substance abuse?
- What is the experience of young men with violence, including experienced and perpetrated violence?
- What are young men's experiences with romantic relationships, sexuality, contraception and violence in a relationship?
- Has the long-term impact as defined by the overall objective been feasible?
- To which extent the available quantitative/qualitative evidences suggest that the project has had a considerable impact upon the lives of the beneficiaries?
- Are there any positive/negative unintended results of the intervention?
- To which extent are there any other mediating factors (e.g., social support networks, family social-economic status, etc.) that also influence the attitudes and behaviors of young men and women?
- To which extent campaigns and/or programs about violence, homophobia and sexual and reproductive health increased awareness of key target groups based on realized campaigns?

5) Sustainability

- What actions/results can be maintained after this intervention ended?
- To which extent is the Gender Transformative Life Skills program accreditation in targeted countries ensuring long year sustainability?
- Please assess the strategies and procedure for continuing the current actions in the different countries, after the project ended?
- Who are the actors that carry ownership for creating this future strategies and commitments?

The report should also refer directly to the logical framework, assessing if the defined outcomes indicators have been met.

Evaluation approach and methods

In order to produce the requested product the Consultants will conduct the following:

1. **Desk review** of available project documentation: Project proposal set (narrative, log-frame, budget), Baseline and Endline Assessment Report, YMI Case Studies, selected Most Significant Change stories, the YMI project web sites with documentation and reports (www.youngmeninitiative.net, www.pazisex.net and the YMI Facebook and YouTube pages, CARE's Annual Narrative and Finance Reports, partners' grants progress reports and monitoring tables, ADA country strategy, CARE Gender Policy Guidelines – Responsibility: The Leading Evaluator.
2. **Produce an inception report** in English (max 5 pages) – Responsibility: The Leading Evaluator.
3. **Individual or group interviews** (face-to face, Skype and/or phone) with implementing partners and key stakeholders: CARE staff, key project partner representatives (executive director project coordinator and young men (women) team leaders, representatives of public bodies (ministries of education and youth, universities, gender centers), schools' staff (pedagogues and teachers), young men and women, parents, journalists, university students, coaches, etc.
4. **Field research in one locality in each project country** related to the implementation of the partners' organizations grants in the framework of ER1, ER2 and ER3:
 - **Face-to-face individual interviews** with key project partner representatives, other actors and local stakeholders – Responsibility: The Leading Evaluator (BiH and Serbia) and the Assisting evaluator (Kosovo and Albania).
 - **Focus groups** with project beneficiaries: youth from secondary schools, teachers, university students, fathers – Responsibility: The Leading Evaluator (BiH and Serbia) and the Assisting Evaluator (Kosovo and Albania).
 - If feasible **participatory observations** in the target localities (school workshops, journalists and/or university students' workshops, street campaign performances, etc. Details will be provided by CARE project manager) – Responsibility: The Leading Evaluator (BiH and Serbia) and the Assisting Evaluator (Kosovo and Albania).

5. **Produce a high-quality evaluation report** in English. The evaluation report should contain at most 30 pages without annexes. Responsibility: The Leading Evaluator.

- Paying careful attention to the OECD-DAC Evaluation Criteria.
- A structure mirroring the achievements of the project purpose and the expected results of the project, containing an introductory executive summary of 2-3 pages max, and a concluding lessons learned/recommendation chapter.
- Available monitoring tables should be attached to the evaluation report after checking for consistency.
- Providing presentation of the results by using ethnicity/sex-disaggregated data and an overview based on country/locality differentiated data should be provided.
- Respecting the templates provided in Annex 2
- Providing an overview of most important highlights (such as for instance best practices, success stories, challenges, lessons learned) in separate boxes and illustrating the findings with citations.

Indicative workload:

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| Desk Research | 4 days (3 days the Leading Evaluator and 1 day the Assisting Evaluator) |
| Inception Report | 1 day (The Leading Evaluator) |
| Field Research– visiting partners/countries and if necessary follow up skype interviews | Up to 8 days (2 days per country. The Leading Evaluator up to 4 days and the Assisting Evaluator up to 4 days). |
| Field research – individual interviews during partners meeting | 3 days (individual interviews with key staff from 4 partners organizations and with CARE staff) during partners meeting in Serbia or Albania in September or October 2016 (all travel and lodging costs will be covered by CARE) (The Leading and assisting Evaluator 1,5 days each) |
| Drafting Evaluation Report | 8 days (The Leading consultant 5 days and the Assisting Evaluator 3 days) |
| Incorporating Comments and Final evaluation report submission | 1 day (The Leading Evaluator) |
| TOTAL | Up to 25 days (The Leading Evaluator up to 15,5 and days and the Assisting Evaluator up to 9,5 days) |

Timetable

| Timetable | Output | Comments |
|---|--|---|
| 10 th June –10 th July 2016 | Call for proposals | CARE will announce open call for Leading Evaluator and the Assisting Evaluator. |
| In the period August 20 th - September 01 st 2016 (total up to 5 days of engagement) | Desk research and Inception Report | The Leading Evaluator will draft the Inception Report based on an initial desk research and assistance of the Assisting Evaluator. The Inception Report will be presented through skype organized conference call and sent by e-mail to Project Manager (3 days the Leading Evaluator and 1 day the Assisting Evaluator). |
| September 01 st - October 15 th 2016 (total up to 8 days of engagement) | Field research - visiting partners/countries and if necessary | Field Research will be conducted during the ongoing CARE partners’ national and regional activities, as agreed with CARE and stakeholders (participatory observation and main target population interviewing - |

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| | follow up skype interviews | individually and through focus groups interviews). Field research will be conducted in four countries and at least in 1 locality per country, where actions related to ER1, ER2 and ER3 have been implemented. Both the Leading and the Assisting Evaluators under the Leading Evaluator supervision will be engaged up to 8 days (two days per country). |
| September or October 2016 (tbd) (total up to 1 and ½ days of engagement of each evaluator – 3 days in total) | Field research 2 – individual interviews during partners meeting | CARE will organize partners meeting in Serbia or Albania. 1 and ½ of days of meeting will be dedicated to the final evaluations. The Leading Evaluator will conduct individual (face-to-face) interviews with executive directors and the YMI project coordinators of 4 partner organizations (Banja Luka, Belgrade, Pristina and Tirana) as well as CARE staff. Also, the Leading Evaluator and Assisting evaluator will conduct two additional interviews with directors of NGO Status M, Zagreb and NGO Synergy, Kosovska Mitrovica who are partners in the regional component of the YMI project supported by OAK foundation (all travel and lodging costs will be covered by CARE). |
| October 01 st - October 15 th , 2016 (total up to 8 days of engagement) | Draft Final Evaluation Report | The Leading Evaluator will deliver the draft Report to CARE by October 15 th , 2016. The Leading Evaluator will coordinate process of reporting (The Leading consultant 5 days and the Assisting Evaluator 3 days). |
| October 15 th - October 25 th , 2016 (total up to 1 day of engagement) | Incorporating Comments and Final evaluation report writing | CARE will review and provide its comments to the Leading Evaluator by October 25 th , 2016 (The Leading Evaluator). |
| October 31 st , 2016 | FINAL Evaluation Report | The final report will be delivered to CARE in electronic format, in English, by October 31 st , 2016 04 p.m. at latest. |
| <p>The Consultants (The Leading Evaluator and the Assisting Evaluator) will be engaged in the period August 20th, 2016 – October 31st, 2016, for a maximum of up to 25 working days (The Leading Evaluator up to 15,5 days and the Assisting Evaluator up to 9,5 days). The final product will be delivered to CARE by October 31st, 2016.</p> | | |

Note:

In case of field visits, the Consultant(s) will be able to conduct interviews with partners' representatives, identified stakeholders and CARE's project staff during regular project activities as agreed with the CARE Project Manager. **In those cases, the travel and food/refreshment costs will be covered by consultants' fee and will be part of contracted consultancy fee beside participation at the partners meeting in September or October 2016 where all travel and lodging costs will be covered by CARE.**

Interviews with students, parents, pedagogues and school staff, coaches and journalists and young fathers (individual interviews and/or focus group interviews) will be done in September and October 2016. The number of participants at the interviews will vary from site to site and will be determined by CARE in accordance with the size of total targeted population by each the intervention site.

The consultants will be paid in two separate installments.

First payment will be made upon submission the receipts of first invoice and consultancy time sheet (CARE will provide templates) with indicated tasks performed and dates of tasks to be implemented after the inception report is submitted, no later than 7 days after the submission day. First payment will include advance for Field research (up to 4 days each for the Leading and Assisting Evaluator).

Second and final payment will be made upon submission of the receipts of the second invoice and consultancy time sheet with indicated tasks performed and dates of tasks to be implemented after final report is delivered, no later than 7 days after the submission day.

The payment for the work defined in the Contract will be made upon the work completion and the final product delivered to CARE, with all the necessary documentation as per CARE's administrative procedures.

The deadline for application is July 10th, 2016, 04:00 PM local time.

Evaluation team: individual experts for certain position or evaluation teams are eligible

The Consultants (one leading evaluator and assisting expert from different language background as a subcontractor) **are expected to conduct the final evaluation** of the 36-month long project (December 1st, 2013 – November 30th, 2016).

The Leading Evaluator will be responsible for leading and coordinating whole process of the final evaluation including writing the final evaluation report (incorporating the Baseline and Endline assessment report findings, conducting individual interviews or focus group interviews with students, school staff, their parents, coaches, journalists, partners organization, ministries representatives and CARE staff) while **the Assisting Evaluator** will be responsible for performing interviews amongst selected targeted individuals and groups coordinated by CARE and the Leading Evaluator as well as drafting final evaluation report under supervision by and in coordination with the Leading Evaluator.

Language skills relevant for the region (local Slavic languages and Albanian language) and knowledge about the relevant sectoral policies (mainly education, youth work, civil society strengthening, gender equality and social policy) of targeted Western Balkans countries are requested when setting up the evaluation team. **Teams can be formed by sending team offers (consisting of lead evaluator and assisting evaluator) or individual expert offers for one of the positions.** CARE will decide who will conduct evaluation: already formed evaluation teams or individuals with the best offers.

CARE invites individual experts, teams of experts, NGOs and agencies from the Balkans region, familiar with the context and subject of the project in question and experienced in project evaluations, to respond to this call and present in details their expertise, experience, division of work and responsibility levels/responsible person (in case of teams or agencies).

Required qualifications

The Leading consultant must meet following criterions:

- Comprehensive experience with conducting evaluations (The applicant is requested to send several samples of prior evaluation reports written by him/herself).

- Excellent oral and writing skills in English and Albanian or BiH official languages.
- Academic background from social sciences field with minimum Msc. title from the social sciences field and five years of working experience in academic or research institution.
- Ability to work in team and under a pressure.
- Prior experience with projects targeting young men and women beneficiaries.
- Prior experience with projects targeting gender mainstreaming.
- Preferably prior experience with projects targeting educational policy.
- Knowledge of the national/regional and EU public policies targeting prevention of gender based violence and promoting gender equality.

The Assisting consultant must meet following criterions:

- Comprehensive experience with conducting evaluations (The applicant is requested to send several samples of prior evaluation reports written by him/herself).
- Excellent oral and writing skills in English and Albanian or BiH official languages.
- Academic background from social sciences field with minimum MSc. title from the social sciences field and three years of working experience in academic or research institution.
- Prior experience of working in the Balkans region.
- Ability to work in team and under a pressure.
- Prior experience with projects targeting young men and women beneficiaries.
- Prior experience with projects targeting gender mainstreaming.
- Preferably prior experience with projects targeting educational policy.
- Knowledge of the national/regional and EU public policies targeting prevention of gender based violence and promoting gender equality.

Cost (How to apply for this job)?

If an individual is applying it is necessary to enclose CV that indicates experience described in above eligibility section. The consultants shall suggest the global price in EUR (per position if individuals apply or in total, if evaluation team applies) and the number of days predicted for the work.

Offers should be submitted by **July 10th 2016** at 04 p.m. to the following address: Procurement Team, CARE International Balkans, Hasana Kaimije 11, 71 000 Sarajevo or to the e-mail address care@carenw.org.

The offer that is chosen by CARE International NW Balkans will be notified in writing by **July 31st 2016**.

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| Reports |
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Following documents have to be submitted in hardcopy and softcopy formats:

Inception Report

- The Inception Report should specify the evaluation methodology and tools for collection and analysis of data and summarize existing knowledge on project progress.
- The inception report should not be longer than 5 pages (Arial or Times New Roman, font 11).

Final Evaluation Report:

Should be no longer than 30 pages (Arial or Times New Roman, font 11)

- Should be structured according the expected results indicated in the logical framework and according to the OECD/DAC Evaluation Quality Standards.
- Should present disaggregated data based on sex and if feasible ethnicity. And if Should contain an executive summary (2-3 pages max)
- If feasible an overview based on country/locality differentiated data should be provided.
- Providing an overview of most important highlights (such as for instance best practices, success stories, challenges, lessons learned) in separate boxes and illustrating the findings with citations.
- The report respects the structure indicated in Annex 1 and 2 to this ToR.
- The report fulfills the requirements listed in the ToRs.

Both Reports should be written in English.

In addition a translation of the Executive Summary is expected to be done by the consultant as a part of the final evaluation document (one version of the local language in latinic script, depending on where the consultant comes from).

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| Coordination/Responsibility |
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The Consultant(s) is/are expected to include in his/her application:

- *Curriculum Vitae* (indicating contacts on reference persons from at least three former employees/contractors)
- *Former evaluation reports or other analytical outputs* drafted by the applicant(s).

CARE commits itself to:

- Prepare and agree on a work-plan with the Consultant(s)
- Coordinate with the Consultant(s)
- Provide requested documentation to Consultant(s)
- Provide logistical support to the Consultant(s)

The Consultant(s) will report to Saša Petković, PhD, Project Manager,
spetkovic@carewb.org.

Necessary documentation

In addition, selected consultant should provide detailed CV with indicated father's name beside name and surname, bank details (with SWIFT and IBAN numbers and instruction for international transfer) and scanned pictures from valid passport (please, send those documents by e-mail to care@carewb.org and spetkovic@carewb.org)

Annexes

Annex 1: Format for an inception report

Annex 2: Format for the final evaluation report

Annex 1 - Format for an inception report

The inception report should contain no more than 5 pages.

Introduction

Should contain a short description of the background, purpose and scope of the evaluation according to the ToR.

Schedule

The schedule is described and possible deviations and adaptations are explained, as formulated in the Terms of Reference.

Activities

This section contains an overview of the activities already carried out, as listed in the ToR.

Preliminary hypotheses

Presentation of preliminary results on the basis of the five evaluation criteria and evaluation questions respectively, as listed in the ToR.

Methods

It is recommended to prepare an overview /matrix of the main evaluation questions with all the corresponding sub-evaluation questions, indicators, required data, data source, survey methods and the person in charge. Presentation of the data triangulation, data processing and quality assurance. Methodological details on the formulation of cross-cutting issues (particularly gender) and the extent of which the intervention logic will be analysed in the evaluation also need to be included in the inception report.

Further procedure

In this section, details on further activities, including field trips, interviews, discussions, surveys, reporting etc. are mentioned. The internal division of labor in the evaluation team should be clearly mentioned.

Annexes

Terms of reference, overview of documents used.

Annex 2 - Format for an evaluation report

The evaluation report should contain at most 30 pages without annexes.

Title page

Title of evaluation, date of completion of report, name of evaluators (of the institute), name of contractor.

Index, list of abbreviations, map

Executive summary

The evaluation report starts with an executive summary of three to five pages. The summary contains a brief overview of the purpose, objectives, scope, methods of the evaluation and refers to the most important recommendations, results and lessons learnt. If the evaluation report was prepared in German, an English executive summary also needs to be added to the German version. The executive summary must be written as an independent document so that it can be forwarded to third parties.

Background

In this chapter, the fundamental information on the project being evaluated are summarised, i.e. project and programme context (national, political, economic, social, cultural background), project and programme title, project and programme number, duration, name of project partner, location, costs, objectives, expected results and planned changes with regard to the target group (outcome), intervention logic or log frame respectively (the latter must be added to the annex), details on the target groups (number according to sex, ethnicity, etc.).

Introduction

... contains a brief description of the purpose, objectives and scope of the evaluation and briefly explains whether there have been any restrictions during the evaluation.

Methods

This section offers an overview of the quantitative and qualitative methods applied (including an overview and explanation on the number of the persons included per method, as well as criteria for selecting the project locations etc.). Techniques used during collection and processing of data and information (e.g. data triangulation) should be mentioned as well. The evaluation report also mentions possible restrictions (e.g. the non-availability of key informants) by using the methods as well as possible resulting effects on the evaluation, particularly its independence.

Evaluation findings

In this chapter, the evaluation findings are presented in detail. The evaluation report is structured according to the OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact as they are listed in the ToR. The evaluation questions and the corresponding results also need to be attributed to the OECD/DAC criteria. Results referring to the cross-cutting issues (poverty, gender and environment) also need to be considered under the OECD/DAC criteria or the evaluation questions, but additionally need to be described separately. Statements and conclusions must be comprehensible and be supported by data. Wherever it seems relevant, data must be presented and interpreted in a sex-disaggregated manner. Hypotheses must be verified and falsified.

Conclusions

... contain a summary of the results of all evaluation questions and, furthermore, include all information issues (e.g. assessment of the intervention logic) which were mentioned under the scope of the evaluation. The conclusions are based on the results and the analysis, and are comprehensible on this basis. In case information is only presented partially, the reasons should be stated in the evaluation report.

Lessons learnt

Lessons learnt result from the conclusions and can be subdivided e.g. in strategic, policy, sector, management, implementation relevant lessons learnt and others.

Recommendations

In this chapter, recommendations are listed on the basis of the individual evaluation questions. It is important that the recommendations are feasible. It must also be clearly identifiable to who the recommendations are addressed to. It is recommended to present the recommendations in a matrix.

Annexes

Logframe, terms of reference and schedule of the evaluation, list of key informants, list of documents used, questionnaires or other instruments used in the evaluation; Reports prepared for the field study; Information regarding the evaluators.