

TERMS OF REFERENCE

FINAL EVALUATION OF THE PROJECT “Strengthening cooperatives led by women and improving professional opportunities for young women in the Governorate of Jenin, Palestine” (SOLPCD/2020/0049)

1. INTRODUCTION

Through these Terms of Reference (TdR) it is sought to open the bidding process for the realization of the **Final Evaluation** of the Project " Strengthening of cooperatives directed by women and improvement of professional opportunities of young women in the Governorate of Jenin, Palestine" (SOLPCD /2020/0049), which is being carried out by the Social Promotion Foundation (FPS) and Rural Women's Development Society (RWDS), with funding from the Generalitat Valenciana.

2. PROJECT BACKGROUND

Fundación Promoción Social (FPS), together with its local partner Rural Women's Development Society (RWDS), are executing the project called "Strengthening cooperatives run by women and improving professional opportunities for young women in the governorate of Jenin, Palestine" financed by the Generalitat Valenciana (GVA).

2.1. Basic data of the project

TITLE OF THE PROJECT	“Strengthening Women-led Cooperatives and Improving Professional Opportunities for Young Women in Jenin Governorate, Palestine”.
EXECUTING AGENCY IN THE FIELD	RWDS (Rural Women's Development Society)
COUNTRY	Palestine (Jenin Governorate)
PROJECT DURATION	May 2021- January 2023.
FUNDERS	Generalitat Valenciana (GVA)
OBJECTIVES	General Objective: Promoted the labor rights of rural women in Jenin (West Bank), thereby contributing to generating equitable, inclusive and sustainable development in the area of action.
	Specific Objective: Promoted equitable access to decent employment opportunities for rural women in Jenin (West Bank).
RESULTS	R1: Organizational and participatory capacities of TDs, TRs and TOs strengthened to ensure decent job creation and entrepreneurship among rural women in Jenin Governorate.
	R2. The productive, marketing and financial management capacities of women's cooperatives in Jenin have been strengthened.

	<p>R3. Professional skills of young university graduates from Jenin strengthened aimed at improving opportunities for access to quality employment.</p>
--	--

2.2. Geographic area

Jenin Governorate is made up of a total of 82 communities and about 338,919 according to the latest available data, making it the fifth most populous governorate in the West Bank. According to data from the Palestinian Central Institute of Statistics (PCBS), the unemployment rate in Palestine reached 32.4% in 2018, with the average rate being 19.1%. In the Jenin governorate, specifically, the unemployment rate is the second highest in the West Bank, with 21.3% of the population unemployed in 2019, 6.7 points above the average. If a differentiated analysis is made, the situation worsens drastically for young people and women, with the unemployment rate for the former being 42.2% and for the latter 41.9%.

The bad economic situation, the patriarchal model on which Palestinian society is built, and the gaps in the legislation make it difficult for women to access the labor market. Jenin Governorate has also been affected by the construction of the separation wall that surrounds its territory to the east, west, and north (see Map 1). Its construction especially affected adjacent towns such as Jalbun, Faqu'a and Al Jalameh, from whom large areas of land were confiscated. The land confiscations, amounting to 2,478 acres, and the closure of roads caused by the construction of the wall, have significantly affected the employment possibilities of the Jenin communities.

2.3. Logic of intervention

Through this intervention, it has been sought to reverse the situation found in 7 localities of the Jenin governorate, strengthening livelihoods and promoting that right holders have access to job opportunities that guarantee inclusive and sustainable development in the area. To this end, the intervention has been directed in the first place to strengthening the organizational and participatory capacities of the TD, TR and TO. Through the creation of a network of cooperatives, it has been sought to guarantee better coordination and communication between these units, local authorities, and the competent ministries (Ministry of Women's Affairs, Ministry of Social Development, Ministry of Agriculture, Ministry of Labor, Ministry of Media), thus granting a greater presence and strength to civil society.

Second, efforts have been made to strengthen the productive, marketing and financial management capacities of women's cooperatives in Jenin. The cooperative is a fairly widespread associative structure in the West Bank and in which RWDS has years of experience. In parallel, efforts have been made to strengthen the professional skills of young graduates in the Jenin governorate and synergies have been created through a scholarship program between job opportunities created in cooperatives and the job needs of recent graduates. In this way, it has sought to create a favorable situation for cooperatives, which will receive the talent they need to strengthen their financial and marketing skills, and for young graduates, who will receive the opportunity to value the skills acquired during their university education.

2.4. Geographical scope of the intervention

This intervention has been carried out in the following locations:

Governorate:	Jenin
Locations:	Maythaloun: a city located 26 kilometers south of Jenin, it has a population of 8,775 inhabitants.
	Jalbun: population located 13 km east of Jenin, has 2,967 inhabitants.
	Faqqu'a: with a population of 4,651 inhabitants, it is surrounded to the east, west, and north by the separation wall.
	Jalamah: located 5 km north of Jenin, and with 2,392 inhabitants
	Burqin: 5 km west of Jenin, it has a population of 7,515 people
	Anza: It is located 18 km southwest of the city of Jenin, and has a population of 2,044.
	Deir Abu Da'if: located 6 km east of Jenin, with a total population of 7,429 inhabitants.

2.5. Target group of the intervention

The formulation of the intervention has sought to influence the quality of life and the resilience capacity of the following beneficiaries, disaggregated below by sex and level of incidence in the project:

<i>Direct beneficiaries</i>
- Production units in the 7 locations: 50 women.
- Young graduates (Jenin Governorate): 15 women.
- Community leaders: 30 men.
Total: 65 women 30 men
<i>Indirect beneficiaries</i>
- Production units in the 7 locations 245 women
- National campaign (Palestine) to raise awareness on radio / television: 3,000 people [1]
Total: 1715 women 1530 men

3. OBJECTIVES, SCOPE OF THE EVALUATION, and RESULTS

3.1. Assessment Objectives

Carrying out this Final Evaluation seeks to achieve the following **objectives**:

- Assess, after the execution period has elapsed, the **relevance** of the intervention and its objectives in relation to the problems and vulnerabilities identified in the project identification phase and reflected in the Baseline document (LdB).
- Assess the **design and execution of the intervention**, the coherence between the expected results and the achievement of the specific objective, as well as its scope in the evaluated period, as foreseen in the logical framework of the intervention and in its schedule.
- Evaluate the activities carried out, their contribution to achieving the **results** and the optimization of the resources used to carry them out.
- Analyze at this time the foreseeable impact of the intervention.
- Establish a qualitative and quantitative measurement of the **indicators** with respect to the baseline made at the beginning of the project, and the indicators built in the planning matrix.

In other words, the Final Evaluation of the project must analyze and evaluate the following areas of the intervention during its execution period:

- a. **Intervention design:** evaluate the design of the project as a whole, considering the coherence and relevance of its objectives and of the actions that integrate it according to its design in the logical framework of the project.
- b. **Intervention management:** the institutional structure, planning and coordination between actors, management, adequacy of human and technical resources, effective participation of the different actors, etc. will be analysed.
- c. **Evaluation of results and indicators of success:** the extent to which the actions have achieved their results and the expected indicators will be evaluated, as well as their contribution to the fulfillment of the specific and general objectives of the project. It will also be evaluated to what extent these results are aligned with those of the Spanish Cooperation. It will also be useful to determine the relative importance of predicting impacts, expressing them in terms of magnitude and sustainability, the effects on the physical or socioeconomic environment, and the degree of involvement of national and local institutions and of the communities where the performances.

To carry out this Final Evaluation, the indicators designed in the formulation and in the baseline carried out throughout the project will be used. If necessary, the evaluation team must design other new, unforeseen indicators that allow progress to be measured.

The project cycle of the intervention will be examined, assessing, among other elements, its impact on the promotion of gender **equality, environmental sustainability and cultural diversity** and its coherence with sectoral strategies in rural development in Palestine. A **quantitative and, where appropriate, qualitative** measurement of the achievement indicators will be made to measure the results, taking the project's Baseline (LdB) study as a starting point.

Depending on the context and the intervention framework, the evaluation will assess the quality and coherence of the project, the alignment and adaptation to the country's development context and the priorities of the Spanish and Valencian Cooperation, the internal harmonization, the coherence of the instruments used with the prioritized geographic areas.

Based on the analysis, the evaluation team will identify the main strengths and weaknesses of the intervention and **offer recommendations that serve to improve future actions, mainly aimed at strategic design, operational management, the instruments used and the results obtained, in each of the evaluated actions.**

3.2. Evaluation scope

The scope of the Final Evaluation of the current project will be linked to the Baseline Study carried out at the beginning of the project. In this way, continuity in the subject matter analyzed will be ensured, and the representativeness of the data obtained will be guaranteed.

3.2.1. key issues

According to the provisions of the Baseline (LdB), this Final Evaluation should analyze the issues and elements. These themes are in turn derived from the logical framework of the intervention:

- a. Social and economic variables of the beneficiary population (TD and TR), with special attention to the technical capacities (production, marketing, management) acquired during the project:
 - Quantitative data about the production and sales associated individually with the women members of the production units, and collectively with said production groups.
 - Social and economic characteristics of the members of the production units: level of income, savings, education, occupation, etc.
 - Characterization of the production associated with the production units: typology, seasonality, etc.
 - Degree of knowledge of the local market;
 - Adequacy between the production of cooperatives and the existing demand.
 - Characterization of the financial and accounting training of the production units.
 - Characterization of knowledge of management and marketing of production units.

- b. Sensitization, participation of women in decision-making, coordination:
 - Characterization of the organizational and institutional fabric of the production units in Jenin.
 - Degree of participation of women members of cooperatives in the decision-making processes of their respective communities.
 - Social organization of the production units, legal status, recognition before the authorities.
 - Knowledge of women's labor rights and presence in decision-making among community leaders in Jenin.

- c. Characteristics of the labor market for young recent graduates:
 - Social and economic characteristics of young graduates.
 - Training associated with job search, knowledge of the labor market.
 - Adequacy between the job offer and the training received among the young graduates; degree of education acquired.
 - Degree of knowledge of the cooperative sector among young graduates.

These issues may be prioritized by the evaluation team according to the interests of the parties and conditions of the evaluation, the most important being those related to the results and objectives achieved, as well as the execution and management process.

3.2.2. demographic scope

The Final Evaluation must have the participation of a sufficiently representative number of TD, TR, TO, to i) ensure the quality of the information obtained, and ii) establish a link of continuity with the Baseline study, as well as with the respective data obtained throughout the project.

Along with the number of beneficiaries contemplated in the intervention (see section 2.5), the number of TD, TR, and TO participating in the LdB is copied below:

Right holders	68 women from the production units 20 young graduates
----------------------	--

Responsibility holders	7 agricultural production units of the target localities
Obligation holders	13 public officials at the state, government, and local levels.

3.2.3. Temporary scope

The **period of time covered by** the Final Evaluation will be that which has elapsed throughout the execution of the project, between May 10, 2021 and January 9, 2023.

3.3. Results

By carrying out this Final Evaluation, it is expected to obtain recommendations regarding key elements of the intervention of all organizations, FPS and RWDS, regarding both to its design and planning as well as its management and execution. Thus, some of the specific areas from which lessons learned and recommendations could be extracted could be:

- 1) Analysis of FPS and RWDS as holders of responsibilities regarding the actions linked to the project and their relationship with the target group and other actors involved, assessing their strengths and weaknesses, as well as possible opportunities for improvement.
- 2) Analyze how these entities have positioned themselves and have added value in response to both local development needs and others not considered at the time of their formulation.
- 3) Identify successful lines of action and opportunities, including those for improvement.
- 4) Identify challenges faced with respect to the time of formulation (in particular, the context caused by the COVID-19 pandemic and the increasing escalation of insecurity in the Jenin Governorate).
- 5) Assess the strengths, weaknesses, and capabilities of the intervention in relation to opportunities for cooperation in the West Bank.
- 6) Offer guidance for the definition of strategies for the medium and long term.

Likewise, the need to be able to evaluate to what extent the intervention is approaching the general objective of development aid is contemplated: the fight against poverty and in particular the achievement of the United Nations Sustainable Development Goals with which it is interrelated. the project (SDG 5 and 8), in the West Bank.

Another purpose of the evaluation focuses on the value that it has as a learning and knowledge management process, as well as its contribution to accountability and transparency among all the actors, including the target group, as a right holder and subject asset that participates in the achievement of development results.

In order to ensure the participation of the target group and guarantee the suitability of the actions carried out and open processes of appropriation of the dynamics of change taken as an essential multiplying agent that enhances the viability of the project once the external aid ends.

In this perspective, the final evaluation should be approached from different perspectives so as to offer an analysis that integrates the interests and needs of each of the key actors in the intervention.

4. ACTORS INVOLVED AND DOCUMENTATION

4.1. Actors involved

This Final Evaluation will include the participation of the following **stakeholders**:

- Evaluation team: chosen through a bidding process and preferably locally.
- Responsible for the project at the FPS headquarters.
- Delegates of the FPS in the territory of execution of the project.
- RWDS local partner.
- Local Committees.
- People who have participated directly in the activities as TD.

An evaluation **follow-up commission will be formed** whose functions will be:

- Validate these terms of reference.
- Approve the designed planning documents.
- Facilitate the work and access to information sources for the evaluation staff.
- Approve and complement, if necessary, the working documents that are carried out, as well as the approval of the final conclusions.

This Monitoring Commission will be operational from the initial phase to the end of the fieldwork and will be made up of:

- A person representing the FPS headquarters.
- The Delegates of the FPS in the country of execution.
- The project coordinator appointed by the local partner.

4.2. Documentation

The **basic documentation on which the evaluation** must be based and which must be used by the evaluators will be:

Documents	Location
Formulation of the intervention	FPS
Regulatory Legislation	FPS, GVA
Budget Frameworks	FPS, Terrain
Sectoral Strategy for Agricultural Development of the ANP	FPS, ANP
Partner Country Poverty Reduction Strategy Papers (PRSPs)	FPS, AECID
V Master Plan for Spanish Cooperation 2018-2021	AECID (Web)
Master Plan of the Valencian Cooperation	GV (website)
<i>Guide for the monitoring and evaluation of projects financed by the Generalitat Valenciana in the field of Development Cooperation (GVA)</i>	FPS
Monitoring report	FPS
Strategic Plans of local partners	Land

Such documentation will be shared with the evaluation team upon signing the contract.

5. METHODOLOGY AND WORK PLAN

5.1. Methodology

This Final Evaluation must make use, to a greater or lesser extent, of the following tools and sources of information, to be agreed upon by the evaluation team and the monitoring commission:

Primary sources of information:

- a) Face-to-face surveys with TD, TR, and TO.
- b) Semi-structured interviews conducted with TD, TR, and TO.
- c) Questionnaires.
- d) Observation.

The information collected from these primary sources must also be contrasted and expanded through the data obtained through secondary sources, namely:

- a) Accounting books of the production units:
- b) Statistical studies and reports:

5.2. Work plan and products to deliver

The evaluation will be divided into **four phases**, apart from the preparatory activities, with an estimated duration from the signing of the contract:

Phase 0. Selection of the evaluation team (Estimated duration: 2 weeks)

During this phase, the consulting teams that participate in the tender must provide the following documents:

- **Methodological proposal:** in this document the different evaluation teams will present their technical proposal, whose qualitative assessment will be decisive for the selection of the team that will finally be hired. Said proposal must include, at least, the following elements:
 1. Descriptive part, whose main purpose is to justify the relevance of the proposed evaluation to the project and the intervention context. This part contains information on:
 - 1.1. The objectives and scope of the evaluation, which must include the expectations and concerns of the interest groups.
 - 1.2. The general methodological approach, with justification of its relevance.
 - 1.3. The incorporation of transversal approaches to the evaluation process
 - 1.4. The participation of interest groups and the population in the evaluation process.
 - 1.5. A detailed description of the data collection instruments that will be used, justifying their relevance to the context.
 - 1.6. Methods for data analysis
 - 1.7. A list of the final users of the report, including an evaluation of the use of the results of the evaluation.
 2. A list of the products to be delivered and their content.
 3. A list of the key informants, indicating their relevance for the evaluation.
 4. A detailed schedule with the action plan.
 5. An evaluation planning matrix, reflecting:
 - 5.1. The evaluation criteria.
 - 5.2. The evaluation questions for each criterion.

- 5.3. The sources of information for each question.
- 5.4. Information gathering tools and instruments.
- 5.5. The key indicators for the evaluation of success in each criterion.

- **CVs of the evaluation team.**
- **Accreditations.**

Phase I. Desk study (Estimated duration: 3 weeks from the validation of the work program):

- Analysis of the available documentation regarding the performance of the NGOs in the country of execution and at their headquarters in the case of FPS.
- Identification and examination of the documentation referring to the national, regional and local context of development.
- Identification of key actors and conducting interviews.
- Request and examination of additional information.
- Design of methodological tools for the collection, processing and analysis of information, which guarantee the reliability of the sources and the rigor of the processing and analysis, in the field.

Deliverables:

- **Evaluation Planning Matrix**, which will include evaluation criteria and questions.
- The **final work plan**: which will contain the scheduling of the evaluation stages and the delivery period of the expected products.

Phase II. Field work (Estimated duration: 4 weeks)

- Conducting interviews with key informants in the country and requesting additional information from other organizations and institutional and/or international actors. In these interviews with key informants, all the previously listed actors involved are included, as well as others not included that the evaluator considers relevant.
- Use of the methodological tools designed for the collection of available information.
- Realization of a representative number of surveys, which provides a general perspective of the performance of the Development NGOs in the determined temporal and geographical scope.
- Analysis of results and impacts obtained.
- Drafting of *the Fieldwork Report*, which will include a memory of the activities carried out in the fieldwork mission and a display of the data collected from the field.
- Visual inspections of the interventions and infrastructures built within the framework of the action.

Deliverables:

- **Report fieldwork.**

Phase III. Preparation and presentation of the Final Report (Estimated duration 5 weeks)

The Final Report will be drafted, which will integrate the evaluation of the different levels of analysis.

Deliverables:

- **Preliminary Evaluation Report.**
- **Results presentation workshop.**
- **Final Evaluation Report**

It will include the 3 levels of integrated and interrelated analysis. It will have as an annex the Field Work Report. After the delivery of the Final Report, the evaluation team will be able to participate in the activities to present the results.

In any case, the team will maintain its independent criteria and must not agree on the terms of the report with people outside of it. During the interviews, the evaluators may choose, if they wish, not to be accompanied by people outside the evaluation team. The use of the *Spanish Cooperation Evaluation Methodology* (2001) and the revision of the *Spanish Cooperation Evaluation Management Manual* (2007) is recommended, as well as the methodology included in the *Guide for the monitoring and evaluation of projects financed by the Generalitat Valenciana in the field of Development Cooperation*.

6. STRUCTURE AND PRESENTATION OF THE EVALUATION REPORTS

Regarding the **Field Work Report**, it must be written in Spanish or English, and it should include a report of the activities carried out (interviews, meetings, visits to projects, surveys or working groups with beneficiaries, etc.).

Regarding the **Final Report**, it must be written in Spanish or English, and must follow the following outline for its preparation:

1. Front page.
2. Index of contents.
3. Executive Summary.
4. Introduction:
 - 4.1. Background and Objective of the evaluation.
 - 4.2. Methodology used in the evaluation.
 - 4.3. Conditions and limits of the study carried out.
 - 4.4. Presentation of the team.
5. Questions and evaluation criteria.
6. Methodology.
7. Analysis of data:
 - 7.1. Context analysis: political, social and economic environment in which the intervention is inscribed and how it is related to said environment.
 - 7.2. Analysis of objectives: Results of the interventions under study (sectoral, temporal and geographical scope).
8. Evaluation Conclusions.
9. Recommendations and lessons learned.
10. Annexes, which must include the primary information generated in the field phase.

The Final Evaluation Report will not exceed 70 pages (font size 12, spacing, 1.15) and will be accompanied by an Executive Summary, of a maximum of 10 pages, as well as an Evaluation Summary Sheet following the format established by the CAD of the OECD for the inventory of evaluations of this institution.

7. EVALUATION TEAM

The evaluation team responsible for the level of results must be made up of a minimum of 2 experts, whose availability must be specified in the offer. This team must have:

- a. Demonstrable experience in the design and preparation of intermediate, final and/or impact evaluations of development projects (at least 5 evaluations prepared, of which 3 must be referred to the country of intervention and/or in the sector of action).
- b. A member of the evaluation team or the evaluator must accredit specific training in methodologies and the application of social research techniques.
- c. To the extent possible, the inclusion of professionals from the country in which the intervention is carried out and gender balance will be promoted.
- d. Experience in Development Cooperation and Evaluation techniques and methodologies.
- e. Mastery of English.
- f. Good knowledge of the Palestinian reality and experience in the fields of Agricultural Development, Environment and the Gender approach will be valued.

The evaluation company must provide the CV of the people selected to carry out the evaluation and a work plan for them, as well as the accreditation of the necessary requirements.

An evaluation team that includes professionals from the executing countries and who are familiar with the reality on the ground will be preferred.

The director of the team will act at all times as an interlocutor and representative before the NGO when contacting those responsible for and involved in the projects. Any change in the composition of the evaluation team must be previously notified and authorized by the Evaluation Management Unit.

It is an external evaluation, in such a way that the evaluation team will accompany the NGO staff in the field, but without them interfering in the work of the advisors and guaranteeing their independence in the development of the work and in the issuance of the Report.

The proposals received will be analyzed following the following evaluation table:

	Maximum score
Technical proposal:	
Evaluation tools & Calendar	12
Methodological approach:	
Participatory approach of TD, TR, TO	10
Incorporation of transversal approaches	12
Gender approach	10
Evaluation team:	
Experience in similar Evaluation projects.	10
Knowledge of sector of intervention.	10
Joint experience of the evaluation team members	6
Economic proposal:	
	30
Total	100

Total budget in euros (all taxes included): 8,000 euros

Form of payment: 40% at the signing of the contract

60% upon presentation and approval of the Final Report

8. EVALUATION

The evaluation team must meet certain requirements, both professional and ethical, including:

- **Anonymity and confidentiality.** The evaluation must respect the right of people to provide information, ensuring their anonymity and confidentiality.
- **Responsibility:** Any disagreement or difference of opinion that may arise between the team members or between them and those responsible for the project, in relation to the conclusions and/or recommendations, must be mentioned in the report. Any statement must be supported by the team or record disagreement about it.
- **Integrity:** The evaluation team will be responsible for highlighting issues not specifically mentioned in the Terms of Reference, if necessary, to obtain a more complete analysis of the intervention.
- **Independence:** The evaluation team must guarantee its independence from the evaluated intervention, not being linked to its management.
- **Incidents:** In the event of problems appearing during the field work or in any other phase of the evaluation, these must be reported immediately to the NGO. Otherwise, the existence of said problems may in no case be used to justify not obtaining the results established in this technical specification.
- **Validation of the information:** It is the responsibility of the evaluation team to guarantee the veracity of the information compiled for the preparation of the reports, and ultimately it will be responsible for the information presented.
- **Evaluation reports:** The dissemination of the information compiled and the Final Report is the prerogative of the signing parties of the project to be evaluated, the Generalitat Valenciana and the FPS.

10. Deadlines for carrying out the evaluation:

The **provisional schedule** would be as follows:

- 1) Reception of proposals: **from November 20, 2022, until December 2, 2022.**
- 2) Selection of the winning company: **December 11, 2022.**
- 3) Phase 0: Methodological proposal / CVs and accreditations: **January 1, 2023.**
- 4) Phase I: Cabinet study: **January 22, 2023.**
- 5) Phase II: Field work: **February 28, 2023.**
- 6) Phase III: Preparation and presentation of the Final Report: **April 9, 2023.**
 - Submission of Preliminary Final Report: **March 27, 2023.**
 - Discussion of the Draft of the Report and preparation of the Final Report Evaluation: **April 2, 2023.**

11. Presentation of Offers:

Those interested in carrying out the evaluation of the SOLPCD/2020/0049 project must submit their corresponding economic offer before November 30, 2022

Those interested should send their offers to the following two email addresses:

promocionsocial@promocionsocial.org

procurement@rwds.ps