

TERMS OF REFERENCE
Mid-term Evaluation Audit

Contracting Authority: The GreenCape Sector Development Agency

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BACKGROUND

1.1 Relevant country / region / sector background

The intervention is taking place in South Africa. South Africa, officially the Republic of South Africa, is the southernmost country in Africa. With over 60 million people, the country is the world's 24th-most populous nation and covers an area of 1,221,037 square kilometres (471,445 square miles). Pretoria is the administrative capital, while Cape Town, as the seat of Parliament, is the legislative capital. Bloemfontein has traditionally been regarded as the judicial capital. The largest city, and site of highest court is Johannesburg. About 80% of the population are Black South Africans. [16] The remaining population consists of Africa's largest communities of European (White South Africans), Asian (Indian South Africans and Chinese South Africans), and multiracial (Coloured South Africans) ancestry.

The Intervention is being implemented in three South African Provinces:

1. The Eastern Cape
2. The Western Cape
3. The Northern Cape.

The Intervention is focused on the renewable energy (RE) sector. The sector remains nascent. South Africa first introduced the Renewable Energy projects in 2011. Currently just over 6GWs of renewable energy is installed (mostly in the three Provinces listed above). The country currently has plans to install 17.8GW of renewable energy before 2030

1.2 The intervention to be evaluated

Title of the intervention to be evaluated	Active climate change citizenship for a just transition in South Africa
Budget of the intervention to be evaluated	Euro 599 643
Dates of the intervention to be evaluated	1 March 2021 – 28 February 2023 (mid-way through a 4 year project)

Climate Change is a global threat, but a proactive response can bring new opportunities to benefit communities and the economy. *The Active Climate Change Citizenship for a Just Transition in South Africa* Intervention encourages active citizens who can effectively participate in democratic processes to communicate with the government their needs and priorities for climate mitigation and adaptation, focusing on energy. In addition, the project aims to enable proactive, constructive and collaborative engagement by communities, women and youth in climate mitigation and adaptation.

1.3 Stakeholders of the intervention

TGI: 10 local level CSOs/CBOs (with at least 60% of female staff/trainers/role models as training participants): To ensure that the action addresses the specific needs of the selected 10 communities in the Northern, Eastern and Western Cape, 10 CSOs/CBOs (at least one from each of the three regions) will be selected to receive training and support in order to train teachers to educate students in 'climate literacy'. Other community organisations will also be trained to raise awareness of climate change adaptation measures and the economic opportunities of a just transition. This TG is in need of in-depth information on the issues as well as both organisational support and coaching in training methods; their technical knowledge of RE and climate change issues is currently low and their organisational and project management experience limited.

TG2: 20 High school teachers who will be trained to work with students (at least 50% female): High school teachers in each of the targeted communities will function as important intermediaries between the CSOs/CBOs and students. They will hopefully be trusted authority figures and role models for the students. Their enthusiasm for imparting 'climate literacy' will be important to inspire students and encourage long-term commitment to the cause. Constraints might be a lack of interest and time, and perhaps a lack of basic technical knowledge about the issues. The project will enlist the support of educational authorities to help convince the teachers of the benefits of participation; the training materials will be carefully designed to meet the training needs of all the participating teachers.

TG3: At least 500 14 to 20-year-old students, living in RE development zones (at least 50% female): This TG consists of high school students in the targeted communities who will acquire 'climate literacy' through educational activities (in training workshops, Renewable Energy Challenge and voluntary after-school climate clubs taught by their teachers and the trained CSOs/CBOs), improving their understanding of the impacts of global warming and the advantages that renewable energy sources have for them and their communities.

TG4: At least 6 regional and local authorities: This TG, consisting of both LAs in the targeted communities and of regional authorities in the three provinces, are key actors in a successful transition to RE. They will be reached through capacity building measures and advocacy activities that the newly established youth advocacy platform will begin to implement towards the end of the project.

TG5: At least 25 national and international journalists, bloggers and social media activists: Media are an important TG for dissemination and visibility of the project and its results; this TG will be involved in designing media campaigns to ensure that the voices from the communities become amplified and the project results widely distributed. This TG will be reached through personal contacts, press releases and media events.

Final beneficiaries will be the community members of the communities who have increased 'climate literacy' and have been encouraged to adapt sustainable lifestyles and become 'active citizens' able to advocate for the needs of their communities in the area of RE. In the long-run, the best practices developed as part of this project will be shared as part of the country's sustainability strategy and will hopefully influence the behaviour of other communities in South Africa.

1.4 Contribution to Sustainable Development Goals (SDG)

The European Union is committed to the achievement of the Agenda 2030 for Sustainable Development adopted by the UN in September 2015; as a consequence, all interventions co-financed by the European Union should reinforce and make explicit their contributions to the implementation of the Sustainable Development Goals (SDG), the core of Agenda 2030.

The intervention to be evaluated is expected to contribute to the following SDG:

- Goal 1** No poverty
- Goal 2** Zero hunger
- Goal 3** Good health and well-being
- Goal 4** Quality education
- Goal 5** Gender equality
- Goal 6** Clean water and sanitation
- Goal 7** Affordable and clean energy
- Goal 8** Decent work and economic growth
- Goal 9** Industry, innovation and infrastructure

Goal 10	Reduce inequalities	
Goal 11	Sustainable cities and communities	
Goal 12	Responsible consumption and production	
Goal 13	Climate	X
Goal 14	Life below water	
Goal 15	Life on land	
Goal 16	Peace, justice and strong institutions	
Goal 17	Partnership for the goals	

DESCRIPTION OF THE EVALUATION ASSIGNMENT

Type of evaluation Mid-term evaluations (performed mid-way during implementation of an intervention) with a focus on progress to date and, by explaining why progress is happening or is not happening as planned, provide recommendations on how to improve the intervention during its residual duration in order to achieve the expected results, taking into account problems and opportunities.

Coverage	Full intervention to-date
Geographic scope	Western Cape, Eastern Cape and Northern Cape, South Africa
Period to be evaluated	From March 2021 to February 2023

1.5 Objectives of the evaluation

Systematic and timely evaluation of its programmes and activities is an established priority¹ of the European Commission². The focus of evaluations is on the assessment of achievements, the **quality** and the **results**³ of in the context of an evolving cooperation policy with an increasing emphasis on **result-oriented approaches and the contribution towards the implementation of the SDG**.⁴

From this perspective, evaluations should **look for evidence of why, whether or how these results are linked to the EU intervention** and seek **to identify the factors driving or hindering progress**.

¹ COM(2013) 686 final "Strengthening the foundations of Smart Regulation – improving evaluation" - http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; EU Financial regulation (art 27); Regulation (EC) No 1905/2006; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008

² SEC (2007)213 "Responding to Strategic Needs: Reinforcing the use of evaluation", http://ec.europa.eu/smart-regulation/evaluation/docs/eval_comm_sec_2007_213_en.pdf; SWD (2015)111 "Better Regulation Guidelines", http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf; COM(2017) 651 final 'Completing the Better Regulation Agenda: Better solutions for better results', https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf

³ Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cfr. Regulation (EU) No 236/2014 "Laying down common rules and procedures for the implementation of the Union's instruments for financing external " - https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financia_assistance/ipa/2014/236-2014_cir.pdf.

⁴ The New European Consensus on Development 'Our World, Our Dignity, Our Future', Official Journal 30th of June 2017. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2017:210:TOC>

Evaluations should provide an understanding of the **cause and effect links** between: inputs and activities, and outputs, outcomes and impacts. Evaluations should serve accountability, decision making, learning and management purposes.

In particular, this evaluation will serve to **explain why progress is happening or is not happening as planned, provide recommendations on how to improve the intervention during its residual duration in order to achieve the expected results, taking into account problems and opportunities.**

The main users of this evaluation will be the *Contracting Authority, the relevant EU services and the key stakeholders that are involved in the implementation of the intervention to be evaluated and / or its steering*

1.6 Evaluation criteria and issues to be addressed

The evaluation will assess the intervention by using the five standard OECD/DAC evaluation criteria, namely: relevance, effectiveness, efficiency, sustainability and early signs of impact. In addition, the evaluation will assess two EU specific evaluation criteria:

- the EU added value (the extent to which the brings additional benefits to what would have resulted from Member States' interventions only);
- the coherence of the intervention itself, with the EU strategy in South Africa

The evaluation team must consider to what extent and how **gender, environment and climate change were mainstreamed and addressed by the intervention and the results of this**. It shall furthermore consider whether the relevant SDGs and their interlinkages were identified; the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the , its governance and monitoring.

The **issues to be addressed** as formulated below are indicative. Following initial consultations and document analysis, the evaluation team will discuss them with the Evaluation Manager⁵ and propose in their Inception Note a complete and finalised set of Evaluation Questions with indication of specific Judgement Criteria and Indicators, as well as the relevant data collection sources and tools.

Once agreed through the approval of the Inception Note, the Evaluation Questions will become contractually binding.

Issues to be addressed

1. Relevance of intervention within South Africa
2. Effectiveness of intervention to date
3. Efficiency of intervention to date
4. Sustainability of intervention post intervention close
5. Early signs of impact

1.7 Phases of the evaluation and required outputs

The evaluation process will be carried out in three phases:

- Inception
- Field
- Synthesis

⁵ The Evaluation Manager is the staff of the Contracting Authority managing the evaluation contract.

The following table presents an overview of the key activities to be conducted within each of these phases and lists the outputs to be produced by the team as well as the key meetings Contracting Authority. The main content of each output is described in Chapter 5.

Phases of the evaluation	Key activities	Outputs and <i>meetings</i>
<u>Inception Phase</u>	<ul style="list-style-type: none"> ● Initial document/data collection ● Document analysis ● Inception interviews ● Stakeholder analysis ● Reconstruction (or as necessary, construction) of the Intervention Logic, and / or description of the Theory of Change (based upon available documentation and interviews) ● Methodological design of the evaluation (Evaluation Questions with judgement criteria, indicators and methods of data collection and analysis) and evaluation matrix ● Planning of the Field phase 	<ul style="list-style-type: none"> ● Kick-off meeting Contracting Authority (preferably face-to-face) ● Inception note ● Slide presentation of the Inception note
<u>Field Phase</u>	<ul style="list-style-type: none"> ● Gathering of primary evidence with the use of the most appropriate techniques. 	<ul style="list-style-type: none"> ● Slide Presentation of key findings of the field phase ● Debriefing with Contracting Authority (preferably face-to-face)
<u>Synthesis phase</u>	<ul style="list-style-type: none"> ● Final analysis of findings ● Reporting 	<ul style="list-style-type: none"> ● Draft Final Report ● Final Report ● Slide presentation ● Final Report presentation to Contracting Authority (preferably face-to-face)

1.7.1 Inception Phase

This phase aims at structuring the evaluation and clarifying the key issues to be addressed.

It will start with initial background study, to be conducted by the evaluators from home. It will then continue with a kick-off session between the evaluators and the Contracting Authority/Evaluations Manager. The meeting aims at arriving at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility. It also serves to clarify expectations regarding evaluation outputs, the methodology to be used and, where necessary, to pass on additional or latest relevant information.

In the Inception phase, the relevant documents will be reviewed. Further to this, and in consultation with the Evaluation Manager, the evaluators will reconstruct the Intervention Logic / Theory of Change of the to be evaluated.

Based on the Intervention Logic and/or the Theory of Change the evaluators will finalise i) the Evaluation Questions with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the following phases. The methodological design of the evaluation will be summarised into an evaluation matrix.

The limitations faced or to be faced during the evaluation exercise will be discussed and mitigation measures described in the Inception note. Finally, the work plan for the overall evaluation process will be presented and agreed in this phase; this work plan shall be in line with that proposed in the present ToR. On the basis of the information collected, the evaluation team should prepare an **Inception note**; its content is described in Chapter 5. Please, see also Chapter 5.2.

1.7.2 Field Phase

The Field Phase starts after approval of the Inception note by the Evaluation Manager.

If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation or not respecting the end of the validity of the specific contract, these elements are to be immediately discussed with the Evaluation Manager and, regarding the validity of the contract, corrective measures undertaken.

During the field phase, the evaluation team shall ensure adequate contact and consultation with, and involvement of the different stakeholders; with the relevant national / local authorities and agencies; and with the relevant Civil Society Organisations. Throughout the mission the evaluation team will use the most reliable and appropriate sources of information, respect the rights of individuals to provide information in confidence, and be sensitive to the beliefs and customs of local social and cultural environments.

At the end of the Field Phase the evaluators will prepare a Slide Presentation to inform a debriefing session with the Contracting Authority its content is described in Chapter 5.

1.7.3 Synthesis Phase

This phase is devoted to the preparation by the contractor of the Final Report, whose structure is described in the Annex III; it entails the analysis of the data collected during the early phases to answer the Evaluation Questions and the preparation of the overall assessment, conclusions and recommendations of the evaluation.

The evaluation team will make sure that:

- Their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted.
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place.
- The wording, inclusive of the abbreviations used, takes into account the audience as identified in art. 2.1 above.

The evaluation team will deliver to the Evaluation Manager the **Draft Final Report** and, after addressing the comments consolidated by the Evaluation Manager, will finalise the **Final Report** (including the Executive Summary. Please refer to chapter 5.2 for a description of the process.

1.8 Language of the Specific contract

The language of the specific contract is to be English

EXPERTISE REQUIRED

1.9 Number of evaluators and of working days per category

The table below indicates the minimum number of evaluators, per category of experts to be foreseen by the tenderers.

Category of experts	Minimum number of evaluators
Senior	1
Medium	1
Junior	2

In particular, the Team Leader (to be identified in the offer) is expected to possess a demonstrable senior evaluation expertise coherent with the requirements of this assignment.

1.10 Expertise required

Minimum requirements of the team:

- 20 years of experience in evaluation;
- Experience in the South African Renewable Energy Sector
- Experience in the South African Climate Mitigation and Just Transition
- Experience in the South African CBO/CSO sector
- At least one member of the team to have experience in South African Municipal structures

Language skills of the team:

- **Primary language:** English (all members)
- **Secondary languages:** Afrikaans (at least one member) & Xhosa (at least one member)

Gender balance in the proposed team, at all levels, is highly recommended and should be striven for.

LOCATION AND DURATION

1.11 Location(s) of assignment

The assignment will take place in three South African Provinces with field visits in each:

1. The Eastern Cape
2. The Western Cape
3. The Northern Cape.

1.12 Foreseen duration of the assignment in calendar months

Maximum duration of the assignment: June - October 2023 calendar months.

This overall duration includes working days, weekends, periods foreseen for comments, for review of draft versions, debriefing sessions, dissemination activities and distribution of outputs.

1.13 Starting period and planning

Provisional start of the assignment is two weeks after the signature of a contract or SLA.

As part of the technical offer, the framework contractor must fill in the timetable in the Annex IV (to be finalised in the Inception note). The 'Indicative dates' are not to be formulated as fixed dates but rather as days (or weeks, or months) from the beginning of the assignment (to be referenced as '0').

REPORTING

1.14 Content, timing and submission

The evaluation deliverables must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs and tables; a map of the area(s) of the intervention is required (to be attached as Annex).

List of outputs:

	Number of Pages (excluding annexes)	Main Content	Timing for submission
Inception Note	10 pages	<ul style="list-style-type: none"> ● Intervention logic ● Stakeholder map ● Methodology for the evaluation, incl.: <ul style="list-style-type: none"> ○ Evaluation Matrix: Evaluation Questions, with judgement criteria and indicators, and data analysis and collection methods ○ Consultation strategy ○ Field visit approach ● Analysis of risks related to the evaluation methodology and mitigation measures ● Work plan of the entire evaluation 	End of Inception Phase
Slide presentation		<ul style="list-style-type: none"> ● Key, preliminary findings of the field phase to guide the debriefing session 	End of Field Phase
Draft Final Report		<ul style="list-style-type: none"> ● <u>Cf. detailed structure in Annex III</u> 	End of Synthesis Phase
Final report		<ul style="list-style-type: none"> ● Same specifications as of the Draft Final Report, incorporating any comments received from the concerned parties on the draft report that have been accepted 	2 weeks after having received comments to the Draft Final Report.

1.15 Comments on the outputs

For each report, the Evaluation Manager will send to the Contractor consolidated comments or the approval of the report within 5 calendar days. The revised reports addressing the comments shall be submitted within 10 calendar days from the date of receipt of the comments. The evaluation team should provide a separate document explaining how and where comments have been integrated or the reason for not integrating certain comments if this is the case.

1.16 Language

All reports shall be submitted in the official language of the contract, as indicated in Chapter 1.8

1.17 Formatting of reports and number of report copies

All reports will be submitted both in Word and PDF formats.

CONTENT OF THE OFFERS

The offers to be submitted for the execution of this contract will include a Technical and a Financial Offer.

1.18 Technical offer

The Technical Offer will compulsorily include:

- An introductory and short chapter detailing the comprehension by tenderers of the assignment and its main challenges.
- A chapter detailing the tentative methodology to conduct the evaluation; this methodology will then be finalised in the Inception Note. The proposed methodology will detail how the evaluation will address the cross-cutting issues mentioned in these Terms of Reference and notably gender equality and the empowerment of women. This will include (if applicable) the communication messages, materials and management structures.
- A short analysis of the main risks and remedy measures of the assignment.
- A chapter detailing the relevance of the team composition and competencies to the work to be undertaken and how the tasks will be organised.
- Annex: the CVs of the proposed expert(s) (max length of each CV: 5 pages).
- Annex: a synoptic table detailing the work to be undertaken by each proposed expert and their role, based on the proposed methodology.
- Annex: the proposed timetable (Gantt chart).

The maximum length of the Technical offer is 10 pages excluding annexes.

1.19 Financial offer

The Financial Offer must respect the format of the attached Annex VI. Offers using a different format will be disqualified.

BUDGET OF THE PRESENT EVALUATION

The maximum budget allowed for the execution of the present contract is 8000 euros (exchange rate based on the date of invoicing). This is inclusive of all fees and costs related to the assignment.

DEADLINE FOR THE SUBMISSION OF QUESTIONS

Questions and requests for clarification are to be submitted (if need will be) by the 26th of June 2023 via email at kashifa@green-cape.co.za

SUBMISSION OF THE OFFERS AND THEIR ASSESSMENT

1.20 Deadline for the submission of the offers

The offers for undertaking this assignment must be received by 30 June 2023 at 17:00, local time of Cape Town South Africa. Late submission of offers leads to their disqualification.

1.21 Modalities for the submission of the offers

Offers will be submitted via email at kashifa@green-cape.co.za keeping the technical offer separate from the financial offer.

1.22 Assessment of the offers

The offers will be assessed according to details in the Annex I.

INVOICING AND PAYMENTS

Billing details below:

Company name: The GreenCape Sector Development Agency

Address: 2nd Floor, North Wharf, 42 Hans Strijdom Ave, Foreshore, Cape Town, 8001

Vat number: 4430263469

Accounts contact: accounts@green-cape.co.za

Payment cut off: Invoices are due weekly on a Thursday and payment run takes place on a Monday.

Payments will be made in three tranches:

- 25% on completion and acceptance of Inception note by the Contracting Authority
- 25% on completion and acceptance of the Slide Presentation of key findings of the field phase by the Contracting Authority
- 50% on completing and acceptance of the Final Report by the Contracting Authority

ANNEXES

ANNEX I: CRITERIA TO ASSESS THE OFFERS

1. TECHNICAL EVALUATION CRITERIA

The Contracting Authority selects the offer with the best value for money using an 80/20 weighting between technical quality and price.

Technical quality is evaluated on the basis of the following grid:

Criteria	Maximum
<i>Total score for the approach to work</i>	50
• Understanding of ToR and the aim of the services to be provided	10
• Overall methodological approach, quality control approach, appropriate mix of tools and estimate of difficulties and challenges	25
• Qualification of tenderer and backstopping	5
• Organisation of tasks including timetable	10
<i>Score for the expertise of the proposed team</i>	50
<i>OVERALL TOTAL SCORE</i>	100

2. TECHNICAL THRESHOLD

Any offer falling short of the technical threshold of 75 out of 100 points, is automatically rejected.

3. INTERVIEWS DURING THE EVALUATION OF THE OFFERS

During the evaluation process of the offers received the Contracting Authority reserves the right to interview by phone one or several members of the proposed evaluation teams.

ANNEX II: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM

- Intervention proposal
- Intervention contract
- Quarterly and annual progress reports
- Relevant documentation from National/Local partners and other donors
- Guidance for Gender sensitive evaluations
- Calendar and minutes of all the meeting of the Steering Committee of the (s)
- Any other relevant document

Note: The evaluation team has to identify and obtain any other document worth analysing, through independent research and during interviews with relevant informed parties and stakeholders of the project.

ANNEX III: STRUCTURE OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY

The structure of the evaluation report will be as follows.

The cover page of the Final Report shall carry the following text:

“This evaluation is supported and guided by [indicate the name of your organisation] and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of [indicate the name of your organisation] nor of the European Commission, which financed the evaluated”.

Executive Summary	A tightly-drafted and to-the-point Executive Summary. It should be short, no more than five pages. It should focus on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons to be learned and specific recommendations.
1. Introduction	A description of the intervention, of the relevant country/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.
2. Answers to the Evaluation Questions	<p>A chapter presenting the Evaluation Questions and conclusive answers, together with evidence (findings) and reasoning.</p> <p>An overall assessment of the intervention is to be added, as well. It shall be based on the detailed response to the Evaluation Questions.</p>
3. Conclusions and Recommendations	
3.1 Conclusions	<p>This chapter contains the conclusions of the evaluation, organised per evaluation criterion.</p> <p>A paragraph or sub-chapter should pick up the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive.</p> <p>The transferable lessons from this evaluation are to be included in this chapter.</p>
3.2 Recommendations	<p>They are intended to improve or reform the intervention in the framework of the cycle under way, or to prepare the design of a new one for the next cycle.</p> <p>Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels.</p>

Annexes to the report

The report should include the following annexes:

- The Terms of Reference of the evaluation
- The names of the evaluators and their companies (CVs can be attached, but summarised and limited to one page per person)
- Evaluation methodology including tools utilised, analysis of the limitation of the methodology, remedy and degree of confidence in the conclusions.
- Evaluation Matrix (a table presenting the tools used to respond to each evaluation question as well as the indicators used).
- Intervention logic / Logical Framework matrix of the intervention.
- Relevant geographic map(s) where the intervention took place
- List of persons/organisations consulted
- Literature and documentation consulted
- Other technical annexes as relevant (e.g. statistical analyses, matrix of evidence, databases)

ANNEX IV: PLANNING SCHEDULE

This annex must be included by tenderers in their Technical Offer and forms an integral part of it. Tenderers can add as many rows and columns as needed.

The phases of the evaluation shall reflect those indicated in the present Terms of Reference.

		Indicative Duration in working days ⁶		
Activity	Location	Team Leader	Evaluator ...	Indicative Dates
Inception phase: total days				
•				
•				
Field phase: total days				
•				
•				
Synthesis phase: total days				
•				
•				
Dissemination phase: total days				
•				
•				
TOTAL working days (maximum)				

⁶ Add one column per each evaluator

ANNEX V: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE EVALUATED INTERVENTION(S)

Year 3										
	25	26	27	28	29	30	31	32	33	34
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ME.5 Evaluation										

ANNEX VI: FINANCIAL OFFER TEMPLATE

No specific structure required.