

Terms of Reference (TOR) for Final Evaluation

1. Introduction

WeWorld Onlus seeks an organization, firm, or individual capable of organizing and conducting an external evaluation service for the BMZ co-funded project titled “Improved Employability of Better-Skilled Youth in Cambodia and for Work-Migrating Youth [BMZ-6301]”. This project has been implemented since November 2021 and has a duration of three years. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through ChildFund Deutschland and has been implemented in partnership with ChildFund Deutschland and two local NGOs: Kampuchea Action for Promoting Education (KAPE), and Legal Support for Children and Women (LSCW).

2. Background and Rationale

Cambodia's population has grown by 17.6% over the last two decades, with 65% under 30 years old. However, only about a third of the youth complete lower secondary education, necessitating substantial investment in human capital. Despite economic growth averaging 7% annually, poverty remains high, with 71% living on less than \$3 per day. Informal and vulnerable employment is prevalent, leading to unsafe migration and limited labor rights awareness among migrant workers. Children and young migrants, especially females, face significant challenges, including dropping out of school to support families or seeking employment in urban areas. Lack of access to education and protection leaves them vulnerable to exploitation and abuse. Addressing these issues is crucial for breaking cycles of poverty and ensuring Cambodia's sustainable development.

The outcome of the project is to increase access to inclusive quality education for vulnerable children and youth and to decent work opportunities in Svay Rieng, Prey Veng, Pursat, Kampong Chhnang Provinces. Therefore, it focused on three interconnected sectors.

Education: Despite a 90% net enrolment rate at the primary level, enrolment drops significantly to around 35% at lower secondary school and 25% at upper secondary levels. Dropout rates peak during key transition points (Grades 7, 9, and 12).

Youth employment: Many youths leaving the formal education system lack essential skills such as reading, writing, computing, communication, teamwork, and problem-solving. Rural youth face challenges entering the job market due to low employability skills and limited information about job opportunities. The overall unemployment rate for individuals aged 15 years and older is less than 1%. However, the youth unemployment rate, specifically among young men aged 15 to 24, is higher, reaching 4%. This disparity is particularly pronounced in rural areas.

Safe migration: In Cambodia, migrants face significant challenges due to a lack of information about legal procedures and their rights. This information gap creates a barrier for them when seeking justice in exploitative situations. They are often

victims of various forms of crime and abuse, such as: Detention and Arbitrary Confinement, Gender-Based Discrimination, Forced Labor, Psychological Threats and Extortion.

Prior to commencing the project between July and September 2021, a feasibility study was conducted to assess the project's potential, coherence, and feasibility. The findings from this study were incorporated into the project's final proposal. Additionally, a baseline report was established at the project's outset to monitor progress against project indicators.

3. Purpose, Objectives and Use

The Evaluation of the project has to serve to three main purposes:

Learning. To improve the shared knowledge among Project Partners, provide analysis of practices to increase learning within the Consortium, and strengthen the growth and self-learning of all the stakeholders (such as, schools staff, Local Authorities and targeted CSOs) involved in order to improve future strategic planning and informing advocacy actions. To develop specific recommendations for relevant stakeholders based on the conclusions to promote sustainability and long-term impact for the beneficiaries.

Engagement and participation. To share information, significant change stories and measurable objectives to increase the motivation of the team, their participation and ownership as well as the beneficiaries and of all the other stakeholders. The evaluation must enhance the contributions of all those involved (beneficiaries, partners, institutions, communities) to support the empowerment and awareness of the reference community.

4. Accountability and Communication.

To assess the progress towards realizing the project intended outcomes (against the impact matrix and baseline data. It is crucial for the evaluator to compare reference values with current situation values and target values of specific quantitative indicators. In instances where substantial disparities exist between target and actual values, the evaluator is required to elucidate these discrepancies by identifying potential contextual reasons. Furthermore, the evaluator must furnish a comprehensive rationale that clarifies the gap between intended outcomes and the objectives attained.!). To strengthen the reporting and communication of the Consortium towards beneficiaries, institutional and private donors, policy makers, stakeholders and general public on the changes produced also in consideration with the resources deployed, allowing them to take further informed decisions, while strengthening a culture of transparency and responsibility.

5. Scope of Work

The evaluation requires 20 working days to be completed. The evaluation period will be approximately carried out between August 2024 and September 2024. The dates can be modified according to the project requirements. The areas of intervention for the human rights/migration sector currently includes two Cambodian Provinces (Kampong Cham). As for the education sector the actions are mainly focused on child rights, in particular the right to education, and implemented in six Provinces across country from east to west (Svay Rieng, Prey Veng, Kampong Chhnang, and

Pursat).

The project has been implemented in four provinces of Cambodia: Svay Rieng, Prey Veng, Pursat, and Kampong Chhnang.

- o Svay Rieng: The project intervened in 2 districts of the region, Svay Chrum (17 villages) and Kampong Rou (12 villages).
- o Prey Veng: The project worked in the district of Kampong Trabaek (composed by 13 villages).
- o Pursat: The project intervened in 2 districts, Bakaan (10 villages) and Krakor (11 villages)
- o Kampong Chhnang: The project selected 3 districts of intervention, Krong Kampong Chhang (4 villages), Rolea Bier (13 villages) and Tuek Phos (9 villages).

The evaluator must consider at least 5/6 days of field mission in the project areas.

The evaluation has to be conducted according to the following criteria:

Relevance.

- o Consistency of the objective with the needs of the target groups and with the objectives of the donor, funding recipient/project sponsor, the implementing partners and, if applicable, the country
- o Appropriateness of the fundamental development policy orientation and concept

Effectiveness.

- o Quality of the planning of the development measure
- o Quality of the target system and indicators
- o Quality of the implementation of the development measure
- o Motivation, ownership and legitimacy of the project sponsor and partners
- o Quality of the management of the development measure
- o Target achievement
- o Other (possibly also negative) effects at output level and direct effects
- o Any challenges that affected project outcomes

Efficiency.

- o Relationship between costs and benefits (minimum: detailed presentation of costs)

Impact.

- o Achievement of the overarching development policy goals
- o Model character, structure formation and broad impact
- o Other (possibly also negative) intended or unintended effects at the level of overarching effects

Sustainability.

- o The durability of the positive socially, educative effects post-financing, taking into account the dynamics fostered among various stakeholders.
- o Risks and potentials for sustainable effectiveness at organizational and target group level
- o Recommendations to achieve sustainability/continuation of practices among

the target groups post implementation

Coherence/complementarity.

- o Consistency between implemented measures (also with other development efforts)
- o Harmonization for more effective results

Consortium value added.

- o The extent to which the intervention adds benefits to what would have resulted from other actors' or single actor's interventions.

The evaluation has to be in line with the Right-Based Approach (RBA) and Leave no one behind principles and integrate participative and inclusive approaches addressed, as much as possible, to beneficiaries and stockholders, especially local authorities and communities.

The evaluation has to incorporate the mainstreaming of gender approach.

The evaluation has to be in line with the ethical principles and respect dignity, privacy, equity and inclusion of all involved people, as well as child protection and safeguarding policies and data protection principles. It has to be coherent with the Code of Conduct of WeWorld Onlus and the other organization's policies.

The evaluator is expected to:

- o Prepare an appropriate research methodology in consultation with WeWorld Onlus so that the results of the endline are comparable to those in the feasibility/baseline data and that adequate quantitative and qualitative data following random sampling techniques among the project participants can be generated
- o Guide and/or directly conduct data collection in the project intervention areas to assess the project achievements.
- o Measure and analyze the set of outcome and output indicators, starting from the ones already incorporated in the Logical Framework.
- o Elaborate 1 final evaluation report in English of the project in terms of impact, which will highlight the change of beneficiaries' knowledge, awareness, critical understanding, attitudes and actions regarding quality education and safe migration.
- o Provide recommendations to the project partners on how to build on the results achieved through the project.

Key evaluation indicators to be addressed include (but are not limited to - assessment of the full impact matrix/logical framework is expected):

- Percentage of completion rate at primary schools in the target provinces in 2023 and 2024;
- Percentage of completion rate at lower secondary schools in the target provinces in 2024
- % of the population in the project region that have been informed about human rights and democracy by the civil society organisations.

Considering what mentioned above the scope of this evaluation is to determine project indicator achievement but will also assess the defined baselines in alignment for what has been done in the feasibility study at the start of the project.

6. Process

- o **Planning Phase.** Understand the program’s background, goals, and existing data. Organization of an inception meeting.
- o **Implementation Phase.**
 - Data collection: gather information through surveys, interviews, observations, and other methods. The evaluation could incorporate a control group to enhance the emphasis on the benefits derived from the activities.
 - Data analysis: Analyze collected data to assess program outcomes.
 - Report progress: Keep stakeholders informed about the evaluation’s progress.
- o **Completion Phase.**
 - Finalize evaluation report: summarize findings, conclusions, and recommendations.
 - Share results: disseminate the report to project’s partners and external stakeholders.
 - Presentation of the outcome of the evaluation during the Finale event on 8 November 2024 in Phnom Penh

In all stages of the evaluation process, the evaluator shall maintain effective communication with WeWorld Onlus through emails and meetings. Additionally, the expert should be available to address any clarifications or requirements requested by WeWorld Onlus.

The stakeholders to be involved include 1) students from pre-primary to lower secondary schools and school staff (teacher and directors, including girls counselors and members of the School Management Committee); 2) migrants and potential migrants, especially victims of abuses and labour exploitation; 3) authorities at local level (communes, districts and provincial authorities), Ministry of Education, Ministry of Labour and Vocational Training (MoLVT) and Provincial and National Committee for Counter Trafficking (PCCT, NCCT); 4) Members of national CSOs and community mobilizers; 5) Melon Rouge Agency (MRA).

Since the action aimed to reach approximately 300,000 people as indirect beneficiaries (representing 36% of the population in the 8 rural districts of intervention), the evaluation should also involve some of these beneficiaries as stakeholders.

7. Outputs and Deliverables

1. N. 1 final evaluation report in English coherent with the project timetables including findings, analysis, conclusions, recommendations and lesson learnt. Please refer to the Annex IV for more details about contents and methodology.

2. Tools for sharing knowledge in English that are suitable for both internal learning and external communication, such as infographics and PowerPoint Presentations.

8. Expertise Profile of the Evaluation Team

Participation in the bid is open on equal terms to natural and legal persons with proven experience of providing similar services.

The Contracting Authority will exclude from participation in the procurement procedure for Bidders who are not in the position of signing Annex I, Annex II and Annex III of the present ITB.

To be eligible for participation in this BID, bidders must be able to issue regular invoices and declare that they comply with the General Conditions stated in this invitation to bid and annexes. Additionally, the bidder must respect the following eligibility criteria:

In case of individual evaluator:

- Higher education in a relevant field (development, law, social science, etc.);
- Legal ability to work in Cambodia;
- Proven track record of delivering project evaluation of at least 3 years;
- At least 3 similar demonstrated experience in Cambodia;
- Strong written and verbal communication skills in both English and Khmer for effective communication and reporting.

In case of an evaluation agency:

- Being registered in Cambodia (private company, NGO, or higher educational institution);
- Being thematically focused on the themes of the project, or similar ones;
- Proven track record of delivering project evaluation of at least 5 years.

The bidders will be assessed on their methodological proposal, previous experience and financial offer.

The evaluation criteria for the relevance of the proposal are divided into headings and sub-headings (that are the specific questions). Each sub-heading will be given a maximum score as follow:

Criteria		Score
A. Methodology	Does the proposed methodology use a participatory approach?	20
	Does the proposed methodology fit the project context?	20
B. Relevance	Does the proposed evaluation aim to assess the main project objectives and its effectiveness?	20
C. Timeline	Does the proposed evaluation have a	10

and Schedule	rational timeframe inclusive of all its components?	
	Maximum score	70 points
	Minimum score (eligibility threshold)	30 points

The bidders will be assessed on their methodological proposal and financial offer.

Technical score (70%):

- Methodology
- Relevance
- Timeline and schedule

Financial Score (30%):

$$100 \times \frac{\text{Lowest offer}}{\text{Bidder's Financial Offer}}$$

9. Tentative Timetable

<i>Activity</i>	<i>Period</i>
Contract signature and initial briefing with project partners	15 August 2024
Document review	1 st week of September
Partners meeting and field visit	1 st and 2 nd week of September
Field visit and draft evaluation report	2 nd and 3 rd week of September
Draft report and partners feedback	3 rd and 4 th week of September
Final Report	1 st week of October
Final report presentation to stakeholders and partners during the final Event of the project	8 November 2024 (to be defined)

10. Management of the Evaluation

Evaluation work involves working in close collaboration with WeWorld Onlus and project’s partners. WeWorld Onlus has the overall management responsibility of the consultancy. We World, along with project partners, will provide essential documents including project proposals, logical framework, baseline report, feasibility study, and an introductory letter to be presented to relevant authorities or evaluation participants during the evaluation process. Additionally, we will organize discussion meetings and conduct revisions as needed. The Evaluation team will be composed of:

- o Andrea Cefis as focal point and Project Partners (KAPE and LSCW)
- o Local Officer of the different partners in the targeted provinces, under the

role of “field coordinators”

- o The applicant of this position as “Evaluation Team”

The Stakeholders to be involved in the course of evaluation are the following:

- o The Directors and all the school staff involved in the activity of the project (included the girl counsellors).
- o The Chief of Commons/MoLVT that collaborated during the implementation of the project.
- o The DoE/PoE that supported the activities of the project during its implementation.
- o The CSOs trained during the project activities.
- o Melon Rouge Agency

11. Quantity Structure

The evaluation requires 20 working days to be completed.

12. How to apply

The deadline for submitting the following requested documentation is **Friday 09 August 2024 within 3:00 pm.**

The Offer must include:

- o Economic offer, including:

Total economic value

- o CV of the expert(s)/portfolio and presentation of the consultancy firm or organisation
- o Methodology and work plan
- o Previous experiences samples

Annex I, II and III signed and stamped

NB 1: WeWorld is responsible solely for reimbursing expenses related to the two trips required for attendance at stakeholder meetings, in accordance with WeWorld Cambodia's mission guidelines.

The bidder must include in the **daily rate** also all additional expenses, including but not limited to translation, software, communication, and similar costs, related to the consultancy.

NB 2: The evaluator must consider at least 5 nights / 6 days of field mission in the project areas.

For more information on technical aspects, please contact:

- o Andrea Cefis: andrea.cefis@weworld.it
- o In cc: Visal Pov: visal.pov@weworld.it

The bids must be submitted in sealed envelopes with the inscription “Final evaluation BMZ project” and sent to:

We World Cambodia

#5A, Street 492, Sangkat Phsar Doem Thkov, Khan Chamkamorn, Phnom Penh.

Telephone number for delivery: +855 76 555 0348

Please note, the offer that are not sent within the deadline will not be considered eligible.

Annex I - BID SUBMISSION FORM

A. BIDDER INFORMATION

Company name:

.....
**Any other trading
names of the
company:**

.....
**Registered name the
of company (if
different):**

.....
**Primary contact
name:**

.....
Job title:

.....
Phone:

.....
Email:

.....
Registered Address:

.....
**Business
licence/Registration
number:**

.....
**Country of
registration**

.....
Registration date:

.....
Expiry date:

.....
**Legal status of
company (eg.
partnership, private
limited company,
etc.)**

B. BIDDERS GENERAL DECLARATIONS

In response to your Invitation to Tender for the above Contract, we, the undersigned, hereby declare that:

1. We have examined and accepted in full the content of the Tender Dossier, including the annexes and its provisions, without reservation or restriction.
2. We offer our service, in accordance with the terms of the ITB and the conditions and time limits laid down, without reserve or restriction.

3. We have legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in the Instructions to tenderers
4. This Tender is valid for a period of 60 days from the final date for submission of Tenders.
5. We agree to abide by the ethics clauses that we have no potential conflict of interests or any relation with other candidates or other parties in the Tender Procedure at the time of the submission of this application.
6. The tenderer, including all members of the group in case of consortium and including sub-contractors if applicable, complies with all the selection criteria for which a consolidated assessment will be made as provided in the tender documents
7. We agree to hold in trust and confidence any information or documents disclosed to it, discovered by it or prepared by it in the course of or as a result of its participation in the above-mentioned procurement procedure, and agree that it shall be used only for the purposes of this procedure
8. We note that the Contracting Authority is not bound to proceed with this invitation to Tender and that it reserves the right to award only part of the contract. It will incur no liability towards us should it do so.
9. Our company has the following nationality:

Date

.....
Name of Bidders

.....
Name of
Representative

.....
Signature

.....
Company stamp (if
any)

.....

Annex II: DECLARATION ON ETHICAL STANDARDS AND RIGHT OF ACCESS

We World as a humanitarian organization expects its Bidders (Suppliers, Service providers and Contractors) to have high ethical standards as indicated in the following declaration.

I, the undersigned, Mr. /

Ms.....representative of the
Company

declare to understand and to comply with the following rules governing the award of procurement contracts

1) General Principles

For the duration of the contract the Bidders and his staff declare to:

- Comply with all laws and regulations in effect in the country or countries of business;
- Respect human rights - Exploitation of child labor and all kind of sexual violence and sexual exploitation and abuse in the frame of the work or not (inside and outside the working hours and the working place) must be prohibited in accordance with **We World Policies**.
- Respect the basic social rights and working conditions
- Respect the environmental legislation
- Reject all the association of terrorism
- Not be involved in any activity linked to terrorism
- Avoid any relation with parties who support terrorism or who are linked to terrorist actions and funds
- Accept WW Policies and Procedures (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

2) Fraud and corruption

The Contracting Authorities rejects any proposal put forward by tenderers or candidates, or, where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, collusive or coercive practices and they have involved in criminal organizations or any other illegal activity as specified in the **We World [Antifraud & Anticorruption Policy](https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/)** (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

- Corrupt practice is defined as is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to introduce improperly the activities of the contracting Authority

- Fraudulent practice is any act of omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, the Contracting Authority to obtain a financial or other benefit or to avoid an obligation
- Collusive practice is an undisclosed arrangement between two or more tenderers or candidates designed to artificially alter the results of the tender procedure to obtain a financial or other benefit
- Coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any participant in the tender process to influence improperly its activities

The Contracting Authority strictly applies the transparency principle and rejects any conflict of interest. A conflict of interest exists where the impartial and objective exercise of the Contracting Authority is compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect personal interest.

- This may also result from the involvement of technical assistance when the Contracting Authority uses a technical assistance contract to help drafting the tender specifications of a subsequent procurement procedure. In this case the Bidders can be rejected from the procedure when the Bidders, its staff or sub contractors, such as expert(s), were involved in the preparation of procurement documents and this entails a distortion of competition that cannot be remedied otherwise.
- The Bidders has a professional conflicting interest that negatively affects its capacity to perform a contract. Such a situation arises where an operator could be awarded a contract to evaluate a project in which it has participated or to audit accounts that it has previously certified, and therefore is treated at the selection stage. If the operator is in such a situation, the corresponding tender is rejected.

For the duration of the contract the Bidders and his staff declare to not be in any of the follow situation:

- Bankruptcy
- Involved in any form of corruption
- Judgement for non professional conduct
- Guilt of professional misconduct
- Non fulfilment of obligations relating to the payment of social security contributions and/or of taxes
- Judgement for fraud, corruption, involvement in criminal organisations or any other illegal activity
- Failure to comply with the contractual obligations of previous contracts financed by the Budget of the Donor

The Bidders confirms that:

- Where any potential conflict of interest exists between the Bidders or any of the Bidders's staff members with any WW staff member, the Bidders shall notify WW in writing of the potential conflict. WW shall then determine whether action is required. A conflict of interest can be due to a relationship with a staff member such as close family etc.
- The Bidders will immediately notify senior WW management if exposed for alleged corruption by representatives of WW.
- The Bidders shall be registered with the relevant government authority with regard to taxation.
- The Bidders shall pay taxes according to all applicable national laws and regulations.
- The Bidders warrants that it is not involved in the production or sale of any weapons including anti-personnel mines.

3) Conditions of employees

The Bidders confirms that:

- No workers are forced, bonded or involuntary prison workers.
- Workers shall not be required to lodge "deposits" or identity papers with their employer and shall be free to leave their employer after reasonable notice.
- Workers, without distinction, shall have the right to join or form trade unions of their own choosing and to bargain collectively.
- There shall be no discrimination at the work place based on ethnic background, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.
- Measures shall be established to protect workers from sexually intrusive, threatening, insulting or exploitative behaviour, and from discrimination or termination of employment on unjustifiable grounds, e.g. marriage, pregnancy, parenthood or HIV status.
- Physical abuse or punishment, or threats of physical abuse, sexual or other harassment and verbal abuse, as well as other forms of intimidation, shall be prohibited.
- Steps shall be taken to prevent accidents and injury to health arising out of, associated with, or occurring in, the course of work, by minimizing, so far as is reasonably practicable, the causes of hazards inherent in the working environment.

4) WeWorld Code of Ethics and Fraud Prevention Policy

WeWorld, carrying out its activities and managing its own relationship, refers to the contents of its Code of Ethics and Fraud Prevention Policy. Violations of the

provisions contained in the Code of Ethics and Fraud Prevention Policy by the contractual parties, may lead, depending on the gravity of the violation, to terminate this contract and demand payment of damages. **(We World Code of Ethics and Antifraud & Anticorruption Policy** available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

5) Right of access and controls

- The Bidders shall provide any detailed information requested by the Contracting Authority, the European Commission, the European Anti-Fraud Office (OLAF) and the Court of Auditors, or by any other qualified outside body chosen by the Commission or by the Contracting Authority, for the purpose of checking that the activities implemented in the context of the present contract are being properly carried out. The Bidders therefore allows the Contracting Authority, the European Commission, the European Anti-Fraud Office (OLAF), and the Court of Auditors) to carry out the documentary and on-the-spot checks deemed necessary by the abovementioned authorities
- Data Protection: We World commits itself to protect the personal data of its partners and Bidders. The Bidders shall have the right to access his/her personal data and to rectify any such data. Should the Bidders have any queries concerning the processing of his/her personal data, s/he shall address them to the contracting authority.
- Professional secrecy: the parties to the contract are bound to maintain professional secrecy for the entire duration of the contract and after its completion. All reports and documents drawn up or received by the Bidders during the performance of the contract are confidential.

6) Environmental Conditions

For the duration of the contract the Bidders and his staff declare to respect the principles established in the **We World Environmental Safeguarding Policy** (available at <https://www.weworld.it/scopri-weworld/conti-chiari-e-garanzie/>)

- The Bidders shall consider local, regional, global environmental aspects and national and international environmental legislation and regulations shall be respected
- The production and the extraction of raw materials for production shall not contribute to the destruction of the resources and the Bidders shall take into consideration the environmental measures throughout the production and distribution chain.
- Hazardous chemicals and other substances shall be carefully managed in accordance with documented safety procedures.
- Environmental measures shall be taken into consideration throughout the production and distribution chain ranging from the production of raw material to

the consumer sale. Local, regional and global environmental aspects shall be considered. The local environment at the production site shall not be exploited or degraded by pollution.

We, the undersigned verify that we are in compliance with all applicable laws and regulations and meet the ethical standards as listed above, or positively agree to these ethical standards and are willing to implement necessary changes in the organisation.

Place and Date

Name of Bidders

Name of
Representative

Signature

Company stamp

Annex III: FINANCIAL IDENTIFICATION FORM

A. Account Holder

Name:

Address:

Town/City:

Post Code:

Email:

Telephone

B. Bank Details

Beneficiary name:

Beneficiary account no.:

Beneficiary Bank:

Bank branch:

SWIFT:

IBAN:

Bank address (Town/City, Post Code, Country)

REMARKS:

Place and Date

Name of Bidders

Name of Representative

Signature

Company stamp

Annex IV: *STRUCTURE OF THE EVALUATION REPORT*

This model structure for evaluation reports provides guidance for evaluations of projects by private German executing agencies that are funded by the Federal Ministry for Economic Cooperation and Development (BMZ). Significant deviations must be justified. The OECD-DAC (Organization for Economic Co-operation and Development - Development Assistance Committee) quality standards for evaluations must be taken into account appropriately in evaluation reports: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> (various languages).

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5. Developmental effectiveness

5.1. Relevance

- o Consistency of the objective with the needs of the target groups and with the objectives of the donor, funding recipient/project sponsor, the implementing partners and, if applicable, the country
- o Appropriateness of the fundamental development policy orientation and concept

5.2. Effectiveness

- o Quality of the planning of the development measure
- o Quality of the target system and indicators
- o Quality of the implementation of the development measure
- o Motivation, ownership and legitimacy of the project sponsor
- o Quality of the management of the development measure
- o Target achievement
- o Other (possibly also negative) effects at output level and direct effects

5.3. Efficiency

- o Relationship between costs and benefits (minimum: detailed presentation of costs)

5.4. Overarching developmental impact

- o Achievement of the overarching development policy goals
- o Model character, structure formation and broad impact
- o Other (possibly also negative) effects at the level of overarching effects

5.5. Sustainability

- o Durability of the positive effects (after the end of the funding), also in view of the development of the environment
- o Risks and potentials for sustainable effectiveness at organizational and target group level

5.6. Coherence

- o Consistency between implemented measures
- o Harmonization for more effective results

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