



ToR – Final Program Evaluation

1. **Background:** Norwegian People's Aid (NPA) is a humanitarian and development organization rooted in the Norwegian Labour Movement. We work with development in partnership with national NGOs, with humanitarian action in protection and livelihood sector as well as with humanitarian mine action and disarmament. In Norway, we also work on rescue services and first aid, and NPA has more than 12,000 members in Norway and 2400 staff worldwide. NPA works to create a more conducive environment towards civil society engagement, civic rights and access to justice in conflict areas where ongoing disputes directly affected the core principles of citizenship values and created a lack of perception of the fundamental civic and human rights which still frustrates citizens in their attempt to avail legal services and other civic information and services. NPA helps strengthening capacity and coordination of CSOs and its coalitions to promote human rights, and aims to creating a strong linkage with public sectors and to establishing good awareness among the citizens on good practices related to citizenship rights and accessing legal assistance in addition to establishing a just, inclusive and sustainable national legal framework through the production of policy briefs and other knowledge products on legal systems, civic space and human rights.

2. **Consultant profile:**

Education:

- Advanced degree in sociology, psychology, gender studies, political sciences, public policy, human rights, development studies, and/or other related areas relevant for the assignment.
- Full proficiency in Arabic and English.
- Human rights and development training or studies will be an asset.

Required Experience:

- Minimum of 5 years, experience and strong background in programs working on creating peace in conflict affected areas and protection of fundamental human rights.
- Experience in implementing a range of qualitative and quantitative data collection tools and methods in project evaluation (e.g., end-line, outcome, goal-based, impact evaluations)
- Strong experience with programs working on promoting legal and citizenship rights frameworks and approaches implemented in conflict areas.
- Familiarity with civil society engagement programs working on consolidation and defending the core principles of citizenship, civic engagement and social justice.
- Strong experience in programming related to addressing civic rights and legal issues and risk mitigation related strategies.
- Good Knowledge in the MENA region context and innovation in results-oriented monitoring, including trends, principles and methodology.
- Possess strong analytical and writing skills, with the ability to conceptualize, articulate, write and debate about legal and citizenship rights.
- Strong experience with digital tools development, data collection methods, data management and analysis using ICT systems.
- Demonstrated ability to handle confidential matters in a discreet and respectful manner.
- If submitting as consultancy firm, a minimum of 5 years of work experience with the firm submitting expression of interest.

Other relevant qualifications:

- Demonstrable report writing skills and experience, with emphasis on clear and actionable recommendations on project design, implementation and scope of improvements.
- Strong links to the network of public and CSOs working on legal rights and reshaping citizenship values operating at the MENA level.



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- Ability to gather, appraise and analyze quantitative and qualitative data elicited via desk and field work.
- Knowledge and experience with the targeted geographical areas.
- Good understanding of localized and partnership-based response with social movements, activists, community actors.

3. **Implementation period:** June 2022 to End of August 2022

4. **How to Apply:** Please submit a technical and financial proposal to JawSha818@npaid.org by **April 12th** ensuring that the subject of the email is as follows: **“Final Program Evaluation Consultancy”**

Technical Proposal must be not more than ten pages (excluding annexes) including:

- Proposed methodology including potential techniques and tools to be used as well as suggested timeline
- Copy of CV
- List of previous similar projects undertaken

Financial Proposal must include:

- Total fees for carrying out the assignment (inclusive of taxes) and how the costs are broken down including all costs that would be invoiced to NPA;
- Proposed payment plan; and
- Legal papers of registration. (Commercial, registration, tax documents- if applicable).



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The aim of this evaluation is to determine the relevance and achievement of the key project's objectives, developmental efficiency, effectiveness, impact and sustainability. The evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of NPA.

1. Purpose of the evaluation:

Overall objective

The purpose of the final evaluation is to assess achievements to date and to critically review what has worked well in the project, what challenges have been encountered, and what lessons learned can be extracted. This evaluation will document the lessons learned and propose an enhanced methodology to help design future projects. The evaluation will produce knowledge for organizational uses and will identify the external and internal factors that contributed to the results achieved. This evaluation will look over the expected and unexpected results, assess to what extent have gender issues, persons with disabilities, Do No Harm been taken into consideration in design and implementation and what are the effects? The evaluation is expected to also examine the following points:

- **Relevance:** relevancy of activities with people's needs and consistency over time.
- **Efficiency:** to what extent has the value for money been used efficiently?
- **Effectiveness:** how strong was the intervention, were the objectives achieved? What were the external and internal factors influencing the achievements or non-achievements of the objectives?
- **Sustainability:** assess program contribution and roles in creating impact for an extended period of time after completion.
- **Impact:** what are the positive and negative changes resulting from the program intervention (whether direct or indirect? What tangible difference has the program made on grassroots level?)

Specific objectives

Under the supervision of NPA MEAL Manager, Regional Programs Coordinator, the consultancy will respond to the following:

- Assess to what extent the program has contributed to addressing the needs and problems identified during program design.
- Assess how adequately the program has achieved its stated development objective and purposes.
- Assess positive factors and challenges that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, areas of improvement, management and resource allocation.
- Measure how effectively and efficiently the program outcomes and outputs have progressed in attaining the development objective and purpose of the project.
- Identify and archive the essential lessons learned, good practices, areas of improvements and also opportunities for scaling up the future Human Rights and civic engagement Project
- Develop and disseminate guidance, strategies and recommendations to enhance and improve the program modality and NPA strategy.
- Provide forward-looking programmatic recommendations for NPA support to the CSOs working on citizenship and legal rights contexts.



Key questions

The consultant is expected to develop evaluation questions that will respond to the evaluation overall objectives and the key evaluation questions.

2. Evaluation Implementation:

Timeframe: The consultant will present an implementation calendar that will detail the actions planned throughout the duration of this consultancy.

Methodology: The consultant is expected to propose and determine an evaluation design and detailed methodology to answer each evaluation question. However, it is preferred that the evaluation should use a mixed-method approach- collecting and analyzing both qualitative and quantitative (e.g., Desk review, KIIs, FGDs, Surveys, etc.) data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. In addition to the proposed conventional approach of the evaluation, the evaluation is expected to answer the questions of what actual achieved results are as opposed to those are planned, what has changed, when and how, identifying the most significant results, and assessing project's contributions to these changes. This evaluation will present a list of actionable recommendations in the evaluation report. The level of integration should be defined clearly in the proposed methodological approach of the consultant(s) technical proposal.

3. Deliverables:

The expected deliverables in the undertaking of this evaluation will include, but are not limited to, the following:

- Inception report indicating the consultant understanding of the assignment and the evaluation detailed design.
- Develop a detailed work plan and timeline for the 3-month consultancy in collaboration and as agreed with NPA outlining the proposed methodology.
- Lead an overall process of evaluation as a team leader.
- Develop digital questionnaire (XLS form) using a systemized application builder.
- Recruiting and training the field enumerators and providing the necessary data collection assets and resources including the logistical and administrative requisites.
- Draft a report summarizing and analyzing the findings (e.g., successful approaches, relevant project's design, and lessons learned etc), the consultant will also provide a set of recommendations to promote and enhance future projects' design.
- Design data collection tools (i.e., checklists/ structured questionnaires).
- Collect data/information through literature review.
- Conduct data analysis on data/ information collected, including triangulation.
- Develop a draft final evaluation report including NPA comments and recommendations.
- Organize a meeting to share draft findings with NPA and relevant stakeholders to solicit feedback.
- Electronical folder containing all materials/tools collected.
- A comprehensive analytical report and Annexes(s).
- A PowerPoint presentation summarizing the content of the report that will be delivered in a technical meeting.
- Develop a document that provides a summary of the key findings.