

# Request for proposals

Mid-term evaluation of the Act Together for Inclusion Fund

Commissioned and managed by:

Equitas – International Centre for Human Rights Education

Montréal, Canada

**Terms of Reference**

January 2024

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## 1. EVALUATION SUMMARY

Project name	Act Together for Inclusion Fund - ACTIF
Lifespan of project	May 27, 2020 – May 31 <sup>st</sup> , 2027
Evaluation type	Mid-term evaluation
Evaluation purpose	To provide an independent assessment of the progress toward the immediate and intermediate outcomes at the midpoint of the project's completion, to provide relevant findings, lessons learned, and recommendations that would help Equitas and its partners guide and improve current and future funded projects.
Primary methodologies	Participatory, mixed methods
RfP Issue Date	February 16, 2024
RfP closing date	March 10, 2024, 23h59 EST
Estimated contract award date	March 22, 2024
Evaluation start and end dates	April 1 <sup>st</sup> - November 1 <sup>st</sup> , 2024
Anticipated level of effort	50-70 days
Location	Remote, with field work in Zambia, Cameroun preferably between June and August 2024.
Required languages	Oral and written fluency in English or/and French. Evaluation deliverables to be submitted in English or/and French (see details).
Essential skills	Gender analysis, participatory and mixed methods.

## 2. BACKGROUND INFORMATION

**Equitas – International Centre for Human Rights Education** is recognized as a global leader with over 50 years' experience in the design, delivery and evaluation of effective human rights education programs that advance equality, social justice and respect for human dignity in Canada and around the world. Equitas' programming contributes to the empowerment of individuals and groups that are subject to discrimination, exclusion and other forms of human rights violations to challenge inequality and discrimination and take action to respect, protect and defend human rights.

**Dignity Network Canada** is a network of civil society organizations across Canada involved in supporting the human rights of people regardless of sexual orientation, gender identity and expression, and sex characteristics (SOGIESC) globally. DNC believes that Canada and Canadians play a role in the world in supporting movements involved in advancing the human rights of Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirit and Intersex (LGBTQ2I) people. Our vision is a world where LGBTQ2I people everywhere enjoy full human rights and socio-economic well-being.

### 2.1 Description of the intervention being evaluated

The Act Together for Inclusion Fund is a \$16.7M multi-stakeholder fund managed by the non-governmental organization Equitas, in partnership with the LGBTQ2I<sup>1</sup> network organization, Dignity Network Canada (DNC). It is funded by Global Affairs Canada (GAC) and is a key part of the Government of Canada's mandate to uphold LGBTQ2I rights internationally. The ACTIF is funded through one of three complementary funding windows supported by GAC. Each makes part of the Government of Canada's commitment to provide \$30 million of targeted funding over five years in support of LGBTQ2I human rights outcomes and, following this, \$10 million per year of further targeted funding.

This project is an outcome of significant efforts made by Canadian civil society, coordinated by Dignity Network Canada (DNC), to advocate for greater Canadian support for advancing the human rights of LGBTQ2I people internationally. The launch of the Act Together for Inclusion Fund (ACTIF) marked a highly anticipated and historic moment for Canadian funding for international LGBTQ2I initiatives.

ACTIF aims to enhance the respect, protection, and fulfillment of the human rights of LGBTQ2I persons in countries eligible for official development assistance (ODA). Delivered over seven years, the Fund will support, through its main component (\$9.7M), an estimated 20 – 25 multi-year projects ranging in value from \$100,000 to \$500,000 implemented through 12 – 15 Canadian intermediaries. A complementary small fund (\$0.6M) for strategic, short-term initiatives will take advantage of emerging opportunities to advance the human rights of LGBTQ2I persons. ACTIF will support projects managed by Canadian intermediaries and designed with their partners in the Global South. This innovative model will strengthen a network of Canadian LGBTQ2I organizations and build solidarity with local LGBTQ2I CSOs with additional, or previously inaccessible, opportunities to implement programming in the Global South.

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<sup>1</sup> Limitations exist in using the terms lesbian, gay, bisexual, transgender, queer, two-spirit and intersex. There is a spectrum of gender identity and sexual diversity both in Canada and around the world and there are many other words in various languages to describe this diversity, reflecting the culturally and historically-specific ways in which sexual and gender identities are recognized and expressed. For example, in Canada, the term "two-spirit" is used by and within Indigenous communities, reflecting the history among some peoples of describing those who differed from gender norms and crossed gender boundaries as carrying both male and female spirits.

The Fund contributes to the enhancement respect for and protection and fulfilment of the human rights of LGBTQI persons in ODA eligible countries. The 5 pathways to achieve this outcome are :

1. Protecting and supporting individuals,
2. Strengthening organizations,
3. Campaigning for acceptance,
4. Inclusive institutions, services and networks,
5. Improving law, and policy and resourcing.

Underpinning each of these two levels of results is a strong focus on strengthening the capacity of all actors involved to address the human rights of LGBTQ2I persons globally, in ways that are relevant, representative, and accountable, enhancing the collaboration between all actors involved, and further reaching movements that is better networked and placed to deliver change.

To date, ACTIF has established partnerships with 12 Canadian organizations who are implementing projects in over 28 countries: Bangladesh, Nepal India, Pakistan, Zambia, Peru, Kenya, Ecuador, South Africa, Mexico, Colombia, Guatemala, India, Thailand, Cameroun, Burundi, Kenya, Uganda for the 1<sup>st</sup> funding cycle, and Tunisia, Ghana, Malawi, Fiji, Jamaica, Ivory Coast, Senegal, Central African Republic, Morocco, Honduras for the 2<sup>nd</sup> funding cycle. ACTIF is in a renewal process with partners from the first funding cycles; country focus for this third funding cycle will be defined in the upcoming months.

## 2.2 Logic model

### Logic model of the ACTIF project:

#### Ultimate outcome

1000: Enhanced respect for, and protection and fulfillment of, the human rights<sup>1</sup> of lesbian, gay, bisexual, transgender, queer, two-spirited, and intersex (LGBTQ2I) persons in ODA eligible countries.

#### Intermediate outcomes

1100: Increased delivery of programming aligned with GAC's FIAP by Canadian LGBTQ2I and other civil society organizations (CSOs) working to advance respect for, and the protection and fulfillment of, the human rights of LGBTQ2I persons in ODA eligible countries.

1200: Enhanced collaboration among LGBTQ2I and other CSOs within Canada and those in ODA eligible countries working to advance respect for, and the protection and fulfillment of, the human rights of LGBTQ2I persons in ODA eligible countries.

#### Immediate outcomes:

1110: Increased access to GAC funding for Canadian LGBTQ2I and other CSOs to implement projects aiming to enhance respect for, and the protection and fulfillment of, the human rights of LGBTQ2I persons in ODA eligible countries.

1120: Enhanced capacity of Canadian LGBTQ2I and other CSOs to manage GAC development projects aiming to enhance respect for, and the protection and fulfillment of, the human rights of LGBTQ2I persons in ODA eligible countries.

1210: Increased opportunities for knowledge sharing among LGBTQ2I and other CSOs within Canada and those in ODA eligible countries.

## 2.3 Stakeholders

Key external project stakeholders:

- Global Affairs Canada, who's enabling ACTIF through its International Assistance Policy;
- Canadian partner organizations;
- Global South/East partner organizations;
- ACTIF Advisory Board Committee;
- ACTIF Project Selection Committee;
- Community members (indirect beneficiaries).

Internal stakeholders:

- Equitas' ACTIF team
- Equitas management team
- DNC' team
- DNC' Board of Directors

## 3. RATIONALE, PURPOSE AND SPECIFIC OBJECTIVES OF THE EVALUATION

### 3.1 Rationale and purpose of the evaluation

The purpose of this evaluation is to provide an independent assessment of the achievement of, or progress toward, the immediate and intermediate outcomes at the midpoint of the project's completion, to provide relevant findings, lessons learned, and recommendations that would help Equitas and its partners guide and improve current and future funded projects. This evaluation should also support recommendations for the design of the future iteration of the Canadian window of the International Assistance Policy IAP (post 2027). Finally, in order to do so, this evaluation should provide enough contextual information to assess the model in which ACTIF is being implemented, including the initial assumptions that were part of the design of the ACTIF project.

The evaluation is hybrid in nature, combining approaches and looking both at formative and summative aspects of the project. The results of this evaluation will be used to:

- I. Inform Equitas and DNC, their Canadian and international partners, Global Affairs Canada and other key stakeholders about contributions of key program components to expected outcomes of the intervention.
- II. Inform decision-making regarding future fund model, management and implementation.
- III. Assess the validity of ACTIF's programmatic Theory of Change.

The primary intended users of the evaluation are:

- Equitas, DNC and its implementing partners in Canada and internationally.

The primary intended audience of the evaluation are:

- Equitas' partners, including human rights educators, alumni and supporters.
- DNC membership;
- Global Affairs Canada, and other potential donors.

### 3.2 Specific objectives of the evaluation

The main objective of this evaluation is to provide Equitas, DNC and its primary donor, Global Affairs Canada, with an assessment of the program, its design, implementation and results. The aim is to determine the relevance and capacity to fulfill the expected outcomes, effectiveness and sustainability of the project.

The evaluation should provide information that is evidence-based, credible and useful, enabling the incorporation of lessons learned into the future decision-making processes of Equitas, DNC and their partners.

The specific objectives of the evaluation are the following:

- Assess the extent to which the project is reaching planned outcomes regarding LGBTQ2I rights in Canada and internationally;
- Provide findings, lessons learned, conclusions and recommendations to strengthen Equitas and DNC' work as funders and to inform Equitas and DNC's current and future programming on advancing LGBTQ2I rights.

### 3.3 Scope of the evaluation

The evaluation is a mid-term evaluation. It covers the fund model – the administrative grant making partner (Equitas) and the community engagement and learning partner (DNC). It covers the projects funded by ACTIF – the impact on the Canadian partners as well as the Global South/East partners.

It will cover field work for 2 projects conducted in two countries (Cameroun and Zambia) that have taken place since the beginning of the project (Fall 2021) until the time of the evaluation. This will be done through site visits by the evaluation team to Cameroun and Zambia. For the other countries, the evaluation, with a possible lesser scope, will be conducted through in-person meetings (DNC Roundtable May 2024) and online activities.

Equitas encourages bidders to further refine the evaluation scope, evaluation questions and methodology.

## 4. EVALUATION QUESTIONS

For the purposes of this evaluation, the key questions were organized in line with OECD main evaluation criteria: relevance, effectiveness and sustainability.

### Relevance

1. To what extent does the ACTIF program intended outcomes and design respond to challenges faced by LGBTQ2I communities internationally?
2. To what extent is the ACTIF model effectively contributing to the creation of favourable conditions for enhanced respect and protection and fulfilment of LGBTQ2I rights?

## Effectiveness

3. To what degree are the rights of LGBTQ2I people being respected, protected and fulfilled in the context of the ACTIF program?
4. To what extent does the current state of results validate the Theory of Change / Logic of intervention of the ACTIF program? How so?
5. What are the features of the ACTIF program that are making a difference – the partnership between Equitas and DNC, the solidarity between Canadian organizations and Global South/East organizations, the capacity-building, the Community of practice, etc ?
6. Has the program contributed to observable changes in terms of capacity and leadership among intermediaries and other community members?

## Sustainability

7. To what extent do the partners of the ACTIF program own its results and are committed to their sustainability after the end of the intervention?
8. To what extent are the net benefits of the ACTIF program (if any) likely to continue?

## Other

9. What are the lessons learnt from the program and recommendations for the next phase of programming?
10. To what extent has the ACTIF program produced unintended outcomes (positive and negative)?

The final set of evaluation questions will be agreed upon by the evaluators and Equitas during the preparation of the initial report.

## 5. EVALUATION METHODOLOGY AND APPROACH

The evaluation should follow a collaborative and participatory mixed methods approach that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. The evaluators are expected to conduct a participatory evaluation providing for meaningful involvement of project partners, intermediaries, beneficiaries, decision-makers and other stakeholders.

It is expected that the evaluation provides evidence-based information that is credible, accurate, reliable and useful. A detailed methodology and data collection methods should be included in the technical proposal which will be further developed by the evaluation team in consultation with Equitas and DNC during the inception phase of the evaluation. On the evaluation of results and impact on the LGBTQ2I communities, Equitas recommends that the evaluation team plans for a methodology allowing outcome harvesting or outcome mapping. The evaluation will be human rights based and gender responsive.

The choice of methods must also consider the needs and capacities of the different target groups and stakeholders, particularly LGBTQ2I and other groups marginalized or subject to discrimination.

Evaluators will strive to ensure that members of these groups are represented throughout the evaluation process and that the appropriate methods and tools are utilized to gather and consider their voices in the analysis. The analysis must be logically coherent and complete (and not speculative or opinion-based). The methodology must consider participants' safety and dignity throughout the evaluation as well as research ethics (confidentiality of those participating in the evaluation, data protection, age and ability-



appropriate free and informed consent processes) and quality assurance. The methodology should explicitly outline how it will integrate a human rights-based approach with a gender perspective. Data should be disaggregated by country, gender (women, men, non-binary) and age groups.

To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limited to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

**Desk review** of project design and strategy documents, activity documents, reports, communications and publications.

**Key informant interviews** and focus groups with project staff, partners, intermediaries, beneficiaries, decision-makers and potentially other stakeholders. The evaluator must indicate the criteria selection for individuals to interview.

**Field in-depth** interviews in Cameroun and Zambia: the evaluation team is expected to meet project intermediaries, beneficiaries to undertake more in-depth reviews on the project work and results. If possible, the evaluation team could directly observe the implementation of project activities in these countries.

## 6. SCHEDULE AND LEVEL OF EFFORT

This evaluation, including the field mission, is expected to begin by April 1<sup>st</sup> 2024 and shall be completed no later than October 1<sup>st</sup>, 2024. The final evaluation report must be submitted to Equitas by October 31<sup>st</sup> 2024. Bidders should provide an evaluation workplan detailing the number of working days required per evaluation activity (see table below). The maximum number of working days to complete this evaluation is 70 which can be divided among the members of the evaluation team.

The estimated level of effort for this evaluation is between 50 to 70 days, based on the tasks below. The final level of effort will be agreed upon by the evaluators and Equitas once the selected applicant has been retained and before signature of any contract.

Tasks	Timeframe/ deadlines	Indicative Working Days for consultancy
Inception phase (including preparatory meeting) - Development of evaluation matrix	End of April	7
Documentation review and development of data collection tools	May	11
DNC Roundtable	May 6-7-8-9	4
Field work, including preparation (10 days per country)	Between June and end-August	20
Data consolidation and analysis	September	10
Draft report writing	October	8
Final report and presentation workshop	November 2024	5

Total		65
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## 7. DELIVERABLES AND MILESTONES

The following deliverables should be provided to Equitas.

All deliverables should be in electronic version (in MS Word format or compatible software) and in English. The executive summary of the final evaluation report must be written both in English and French.

Deliverable	Deadline (tentative)
Inception report	No later than May 1 <sup>st</sup> , 2024
Detailed itinerary for the field visits	Week of June 3 <sup>rd</sup> , 2024
Draft Evaluation report and country annexes (1 per country) summarizing specific findings; drafted in the country languages.	October 8 2024
Final version of the Complete Evaluation Report in English and a 4-page summary both in English and French. Country annexes	October 22 2024
Online workshop to present the findings, conclusions, recommendations and lessons	Week of October 28, 2024

### 7.1 Inception report

The Evaluation team is to submit an inception report to Equitas within four weeks of the signing of the contract.

The inception report shall include the following elements:

- Detailed description of the methodology for the evaluation
  - Data collection methods
  - Data collection tools
  - Sampling method (where relevant)
  - Approach to triangulation and quality control
- Data analysis methods
- Justification for revising the Evaluation Questions (if relevant)
- Detailed workplan
- Analysis of anticipated limitations and mitigation measures
- Detailed level of effort for each member of the evaluation team.

## 7.2 Debriefing/Validation sessions

Conduct an in-country debrief/validation workshop two days before departure from the field to validate preliminary data with selected stakeholders – to be defined with Equitas in due course.

## 7.3 Draft evaluation report

The Evaluation team will submit a draft evaluation report to Equitas for comments and feedback within a maximum of four weeks after completing data collection processes and field visits. The report must conform to the *OECD/DAC (2010) Quality Standards for Development Evaluation* and should not exceed 30 pages (excluding annexes). The annexes should at least include the Terms of Reference, the evaluation matrix, list of stakeholders interviewed, and data collection instruments. The evaluation report must include an executive summary.

Findings and specific recommendations pertaining to each target country must be consigned in annexes, drafted in English for Zambia and French for Cameroun.

## 7.4 Final evaluation report

After incorporating comments from Equitas, the final report will be submitted and presented to the organization. The final report will contain an executive summary in English and in French (4 pages max, each) and a management response which will be prepared by Equitas and DNC.

## 7.5 Presentation of the evaluation findings and recommendations

Prepare and conduct an online workshop to present the findings, conclusions, recommendations and lessons of the evaluation to Equitas' internal and external stakeholders.

# 8. ROLES AND RESPONSIBILITIES

The evaluation will be conducted by an Evaluation team formed by external consultant or a team of consultants. The evaluation team leader will be responsible for delivering the key evaluation products. The team leader will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products.

## 8.1 Evaluation team

The Evaluation team will carry out the evaluation in conformity with the "*OECD/DAC (2010) Quality Standards for Development Evaluation*" and best practices in evaluation.

The Evaluation team will have the overall responsibility for:

- Managing the evaluation following the work plan approved by Equitas.

- Preparing and submitting all deliverables for revision and approval by Equitas according to agreed schedule.
- Reporting regularly on progress to Equitas.
- Conduct the field work in Cameroun and Zambia and the stakeholders' workshop in these countries.
- Participate in debriefings with main stakeholders on the main results and recommendations of the evaluation.

## 8.2 Equitas

Equitas, in close collaboration with DNC, will be responsible for:

- Arrange a project introduction meeting with the evaluation team.
- Submit project documents to the evaluation team.
- Provide logistics and funding for the evaluation team's travel to and from Cameroun and Zambia.
- Assist in organizing meetings with stakeholders.
- Accompany the evaluation team during field work in Cameroun and Zambia.
- Organize evaluation and validation workshops with the evaluation team.
- Support the evaluation team with logistics and setting up meetings.
- Collecting stakeholders' comments on the draft report and submitting these to the evaluation team.
- Review and provide feedback on all deliverables in a timely manner.
- Disseminate the evaluation findings.

## 9. CONSULTANT PROFILE

All team members need to be familiar with human rights and gender responsive approach to evaluation.

### 9.1 Evaluation team leader

- At least 5 years of demonstrated experience in evaluation of international development projects and programs.
- At least 5 years' experience in conducting assessments and evaluations of gender and LGBTQ2I human-rights based interventions.
- Evaluation experience of projects related to feminist and participatory grant-making will be considered a strong asset.
- Evaluation experience of projects funded by Global Affairs Canada and results-based programming will be considered an asset.

- Demonstrated relevant professional experience in design, management and conduct of evaluation processes with multiple stakeholders, using participatory approaches, survey design and implementation, and project planning, monitoring and management.
- Demonstrated methodological knowledge of evaluations, including participatory mixed-methods approaches.
- Demonstrated excellent written and spoken communications skills in English; and French is an asset.
- Experience as a team leader, demonstrated cultural sensitivity and track record of participatory approaches.
- Experience conducting evaluations in Africa. Direct experience in Cameroun and Zambia will be considered an asset.
- Ability to conduct high quality evaluations, meet deadlines and respond to requests and feedback provided timely and appropriately.
- Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.

## 9.2 Other skills needed:

- Skills and experience working on Change management and Organisational change is an asset. The team will have to look at how ACTIF is working as a funding modality, and prepare recommendations to address potential changes.

## 10. ESTIMATED BUDGET AND OTHER FINANCIAL CONSIDERATIONS

Our total budget for this mandate is 45,500\$, exclusive of all applicable taxes and fees. We estimate that the level of effort to be between 50 to 70 days.

Evaluation team members will be provided with return tickets to Cameroun and Zambia, local transportation, meals and accommodation. It is expected that field visits will be conducted by a single member of the evaluation team for each country. Please note that reimbursable costs must be approved by Equitas prior purchase and documented by tax receipts. All other costs and logistic expenses (e.g. visas, vaccination, insurance, etc.) must be covered by the consultancy fee.

All data collected as part of this evaluation will remain Equitas' property. At the end of the evaluation, the evaluators will submit all collected data and relevant documentation to Equitas. The Evaluation Report produced under the present contract shall not be shared externally without Equitas' prior written approval.

## 11. SELECTION CRITERIA

All applications will be reviewed according to the following criteria:

	Score	Weight
<b>I. Technical competence</b> (based on CV and Proposal)		<b>60%</b>

The proposal indicates a comprehensive understanding of the assignment.	/10	
Demonstrable experience in conducting evaluations of projects that focus on issues of LGBTQ2I human rights and gender equality in Canada and internationally.	/20	
Extensive knowledge of, and experience in applying mixed evaluation methods and participatory methods.	/10	
The proposal identifies the most efficient and effective methodologies to achieve the purpose of the evaluation.	/10	
A strong and demonstrable record of completing project evaluations across multiple countries.	/10	
<b>II. Financial proposal</b>		<b>15%</b>
The budget proposal based on the level of effort is realistic	/15	
The budget does not exceed available funds		YES/NO
<b>III. Other</b>		<b>15%</b>
The consultant are based in Canada, and have significant experience working with Canadian queer organizations.	/5	
The sample of written work provided demonstrates strong writing and analytic skills.	/5	
The evaluation team provided relevant references and the references provided were positive.	/5	
The evaluation team is available within the necessary time frame.		YES/NO
The evaluation team member(s) has/have relevant language skills.		YES/NO
<b>IV. Interview with evaluation team members of shortlisted proposals</b>		<b>10%</b>
<b>Total</b>		<b>100%</b>

## 12. APPLICATION PROCESS

All bidders must submit the following documents as part of their proposal:

- Letter of Interest, including confirmation of availability in the timeframe indicated, and highlighting how the consultant/team meets the required expertise and qualifications listed.
- Full proposal showing fulfilment of the requirements listed in this Terms of Reference.
- Total consultancy fees (excluding international flights, in-country transportation, accommodation and meals).

- CV for each of the evaluation team members, including portfolio of previous work relevant to this mandate.
- Two samples of past evaluation reports.
- At least two recent and relevant references for similar mandates.
- The proposal can be submitted in French or in English, but should demonstrate how they will operate in a bilingual context and with partners who speak only one or the other language.

Bidders should submit their complete application for this consultancy to the ACTIF team at ([actif-agiri@equitas.org](mailto:actif-agiri@equitas.org)) with “Mid-term evaluation of Equitas’ ACTIF program” in the subject line.

**Deadline for proposals: March 10, 2024, 23h59 EST.**

Incomplete proposals will not be considered. Equitas will contact only shortlisted candidates.

## ANNEX 1. EVALUATION DESIGN MATRIX TEMPLATE

Question	Subquestion	Type of subquestion <sup>2</sup>	Measure or indicator	Target or standard (normative)	Baseline data?	Data source	Design <sup>3</sup>	Sample or census <sup>4</sup>	Data collection instrument	Data analysis	Comments

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<sup>2</sup> Questions are of three types: **Descriptive**, **Normative** and **Cause-and-Effect**.

<sup>3</sup> Designs can be selected from these three broad categories: **Experimental Designs**, **Quasi-experimental designs** and **Nonexperimental designs**.

<sup>4</sup> "**Census**: Collection of data from an entire population"; "**Sample**: Subset of a population on which data are collected".



## **ANNEX 2. OUTLINE OF EVALUATION REPORT**

Evaluation Title

Evaluation Type: Formative, summative, prospective, thematic, etc.

Commissioned by: Equitas – International Center for Human Rights Education

Consultant: Name of the firm/individual(s) contracted to conduct the evaluation

Date: Month and year submitted

**Executive summary** – (in English or French, 4 pages max. each)

- 1. Rationale and Purpose of the Evaluation** - *As per the ToR.*
- 2. Specific Objectives of the Evaluation** - *As per the ToR.*
- 3. Scope of the Evaluation** - *As per the ToR.*
- 4. Development Context** - *Description of the context in which the intervention was implemented, including key local government policies and strategies and socio-economic, political and cultural factors of relevance for the intervention.*
- 5. Intervention** - *Description of the intervention being evaluated, including: ultimate outcome, start and end dates, budget, geographical area covered, main components, and crosscutting issues addressed (i.e. gender equality, environmental sustainability and governance).*
- 6. Intervention Logic** - *List the ultimate, intermediate and immediate outcomes as per the Logic Model (LM).*
- 7. Stakeholders** - *As per the ToR.*
- 8. Evaluation Approach and Methodology** - *Description of the (1) Evaluation approach, (2) Methodology, (3) Techniques for data collection and analysis, (4) Sampling, and (5) Limitations of the evaluation.*
- 9. Key Findings**
- 10. Key Conclusions**
- 11. Key Recommendations**
- 12. Key Lessons learned**

**Annexes**

**Country annexes including contextual findings and specific recommendations (5 pages max each)**

**Cameroun (in French)**

**Zambia (in English)**

## **End notes**

Specific terms and definitions (exert from project glossary).