

## Terms of Reference (ToR) for Midterm Internal Project Evaluation of “Cooperative Support Programme for Palestine (CSP-OPT)”

Key Facts	
DC Symbol:	PSE/19/01/ITA
Country:	State of Palestine
Project titles:	“Cooperative Support Programme for Palestine (CSP-OPT)”
Duration:	36 months – (June 2021 – June 2024)
Start Date:	June 2021
End Date:	June 2024
ILO Administrative unit:	Regional Office for the Arab States (ROAS)
ILO Technical Backstopping Unit:	DWT-Beirut; ILO-Jerusalem;
Collaborating ILO Units:	COOP, INWORK; ENTERPRISES, RO-Arab States;
Evaluation requirements:	Internal Midterm Evaluation
Donor:	Italy, Ministry of Foreign Affairs and International Cooperation
Budget:	1,774,370 USD
Evaluation Manager	Younis Sbeih and Katia Baraskiva

## Background

Cooperatives have a long history in Palestine, dating back to the early twentieth century, leading the way for cooperative development among Arab States.

Cooperatives exist in many sectors of the economy in Palestine, ranging from producers, workers, and enterprise cooperatives to savings and credit, social services, housing, and consumer cooperatives. They have historically emerged out of the need to provide goods and services not accessible from other public and private sector actors. As needs emerge, communities use the cooperative model meet these needs, providing services while advancing livelihoods and creating jobs in the process.

While cooperatives are prominent among producers, workers and users in rural areas, they are also an economic organizing model for those working in the informal economy. Through cooperatives, informal economy workers and enterprises benefit from economies of scale in accessing productive inputs, markets, and financing. At the organizational level cooperatives support members, workers, users and communities to achieve self-organization and negotiate with other public and private sector actors.

### Current Situation of Cooperatives

- The current total number of cooperatives registered in the records of the Cooperative Work Agency (CWA) for the year 2021 reached (675), of which 336 are working cooperatives, 339 are non-operating cooperatives, and the number of members is 55,758 (189 cooperatives in the Gaza Strip).
- Working cooperatives are a society that has an effective cooperative project that works in accordance with the goals for which it was established
- Women's presence in cooperative activities remains limited reached (66) cooperatives, 49 are active for the year 2021 despite cooperatives being an interesting model of enterprise that could also accommodate the needs of workers with family responsibilities.
- The President of the State of Palestine issued Decree Law No. 20 of 2017 on Cooperatives, based on nomination by the Council of Ministers and the provisions of the Amended Basic Law of 2003.
- The new legislation was developed in line with the principles of ILO Recommendation No. 193 which advocates for the promotion of strong, autonomous, and inclusive cooperatives that respond to the needs of their members

Article (2) of this Decree, aims to "encourage and regulate cooperatives work based on the principles of voluntary membership, democratic management, economic participation, autonomy, relevant knowledge and cooperation among the different cooperatives for the benefit of all the cooperative members and the local community".

### The Core Problem

The Palestinian cooperatives however are far from making full use of their potential because they are affected by the triple crisis mentioned below:

- The institutional, legal and administrative environment in which cooperatives operate is not fully conducive.
- The very purpose of many cooperatives is not clear, because they have been promoted from outside with little or no member involvement.
- The performance of many cooperatives is poor, due to both internal factors (management capacity) and external factors (those affecting the entire Palestinian economy).

### Cooperative Support Programme (CSP)

The ILO provides capacity-building training services that enable cooperatives and other social and solidarity economy enterprises to become more competitive and sustainable in the marketplace. The ILO's Cooperative Support Programme (CSP) is a component of the 3-year Programme "Be the Impact". Funded by the Italian Agency for Development Cooperation (AICS) for EUR 1.5 million, it aims to strengthen Palestinian cooperatives. It also aims to consolidate the core principles of social entrepreneurship culture to pave the way to a more inclusive and sustainable form of development that combines market principles and social purpose.

Through the project interventions, the CWA and its subsidiary bodies, the Cooperative Development Institute (CDI) and the Cooperative Development Fund (CDF), are supported by the project to fulfill both regulatory and promotional functions. These interventions are intended to contribute to the development of a conducive ecosystem that will allow cooperatives to emerge and flourish while preserving their independence and autonomy.

Moreover, the project works to enable cooperatives to effectively contribute to local economic development through technical support to the newly founded General Cooperative Union (GCU) and its six sectorial unions: Agriculture, Housing, Savings and Credit, Consumer, Handicraft, and Marketing. This support will focus on planning, training, governance, and effective leadership to improve service provision by these secondary and tertiary bodies to primary cooperatives. It also promotes the exchange of expertise and knowledge with international partners including the cooperative movement.

The project is formulated around the following development objectives and outputs.

#### The development objective of the project:

Decent work for Palestinian women and men through the promotion and strengthening of autonomous and economically self-reliant cooperatives

#### Outcomes of the project:

Outcome1: Conducive eco-system

Output 1.1: CWA fully operational

Output 1.2: Cooperative unions reviewed and strengthened

Output1. 3: A national cooperative conference convened in Palestine

Outcome2: Efficient Support infrastructure

Output 2.1: CDI and CDF legal and institutional setup established

Outcome3: Cooperative Innovations

Output 3.1: Knowledge and experience sharing with other countries organized

Output 3.2: South-South cooperation in cooperative development

Output3.3: New forms and types of cooperatives introduced

The project implementation started in June 2021 and achieved good progress as noted in the progress reports presented to the Project Steering Committee. In this regard, a decision was taken by the 3rd Steering Committee Meeting on the 16th of January 2023 to authorize ILO to lead the process to hold an internal mid-term evaluation led by an external evaluator to assess the project's performance and where possible, the potential impact and sustainability of the future activities according to the current national priorities. Accordingly, an international consultant will undertake field missions in Ramallah and produce the draft and final report of the internal mid-term evaluation led by an external evaluator. The Project Team and partners will participate in the exercise and provide inputs for the report as and when needed.

## Justifications for the internal evaluation

The evaluation will assess the programme design, scope, implementation status, and capacity to achieve the expected outcomes. It will collate and analyze lessons learned, challenges faced, and good practices obtained during the implementation period which will inform the second phase of implementation (June 2023 – December 2024) of the programme. The emphasis on the lessons learned speaks to the issue of understanding what has and what has not worked as a guide for adaptation of the future activities.

The evaluation will assess the performance of the programme against planned results. It will also assess the preliminary indications of the potential intended and unintended impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The findings and recommendations of the evaluations will inform the key stakeholders of this evaluation. These include the AICS, CWA, GCU and its sectorial unions, and other stakeholders in order to improve relevance, performance, and sustainability.

There is also a need to align the project document and activities to the new national priorities, the changes in Palestine, the National Strategy for the Cooperative Sector and identify the necessary adjustments, if any, in the project, implementation strategy and arrangements, and partnerships in the light of changes in national priorities and in line with ILO Promotion of Cooperatives Recommendation, 2002 (No. 193).

## III. Purpose and Scope of the Evaluation

### Evaluation Background and Purpose

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures. The Regional Evaluation Officer (REO) at the ILO ROAS supports the evaluation function for all ILO projects.

According to the project document, a midterm internal evaluation is due. The evaluation will be used to assess and provide analysis according to OECD criteria at a country level and will examine the efficiency, effectiveness, relevance, impact, and sustainability of the projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned, best practices, and recommendations. It will also touch upon cross cutting issues such as gender equality, disability, social dialogue, environmental sustainability, international standards, and covid-19 in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO. The findings of the evaluation will be used to feed into the M&E framework of the project and the project's implementation.

The evaluation will comply with the ILO evaluation policies including the protocols and guidelines set by EVAL/ILO12 Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis<sup>34</sup>, which are based on the OECD DAC and United Nations Evaluation Norms and Standards and the UNEG ethical guidelines.

### Scope

The mid-term evaluation will cover 22 months (June 2021 to March 2023). The midterm evaluation will capture effectively lessons learned and provide information on the nature, extent, and where possible, the potential impact and sustainability of the programme toward its completion.

The evaluation will take into consideration the project duration, existing resources, and political, security and environmental constraints. It will also look into the link between the project objectives and the ILO's P&B strategy, DWCP in Palestine framework for Social Protection, and the UNSDF in Palestine.

The evaluation will take place from May 2023 until July 2023 through desk work, online and field engagement to collect information from different stakeholders. If the situation allows the evaluator is expected to travel to the field during data collection. The evaluation will cover areas where the project implementation took place (West Bank and Gaza strip). The evaluation will integrate gender equality, inclusion of people with disabilities, environmental sustainability, ILS and social dialogue, and Covid-19 as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on crosscutting issues including the one on covid-19.

### Beneficiaries/Users of the Evaluation

The primary users of this evaluation are the: ILO Project Team, ILO-Jerusalem Office, ILO ROAS, Italy, the Italian Agency for Development Cooperation(AICS), the Cooperative work Agency (CWA), General Cooperative Union (GCU) and its six sectorial unions, Palestinian General Federation of Trade Unions (PGFTU), Federation of Palestinian Chambers of Commerce, Industry, and Agriculture (FPCCIA).

As cooperatives operate across a number of sectors, their government counterparts also vary. Government Ministries and Official Bodies that are directly involved in the cooperative sector and will benefit from the findings include: The Ministry of Labor (MOL); The Ministry of Agriculture (MOA); The Ministry of Public Works and Housing (MOPWH); The Ministry of National Economy (MONE); The Ministry of Finance (MOF); and The Ministry of Local Government (MOLG). Relevant international organizations active in the field of cooperation include: We Effect, Oxfam, CARE International, COSPE (Italian), Spanish organizations, and the Italian Banking Association (ABI), as well as the ILO and FAO. Additionally, national civil society institutions which actively support the cooperative sector include the Palestinian Economic and Social Development Center (ESDC), Palestinian Agricultural Relief Committees (PARC), Ma'an Development Center, ARIJ Institute, Palestinian Youth Union, Arab Center for Agricultural Development

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<sup>1</sup> Protocol on collecting evaluative evidence on covid-19 [https://www.ilo.org/eval/WCMS\\_757541/lang--en/index.htm](https://www.ilo.org/eval/WCMS_757541/lang--en/index.htm)

<sup>2</sup> Guidance Note 3.1: Integrating gender equality in monitoring and evaluation: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf)

<sup>3</sup> <https://www.unicef.org/evaluation/documents/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis>

<sup>4</sup> - Revised Evaluation Policy of UNICEF: [https://www.unicef.org/evaluation/media/1411/file/Revised%20Policy%202018%20\(Interactive\).pdf](https://www.unicef.org/evaluation/media/1411/file/Revised%20Policy%202018%20(Interactive).pdf)

(ACAD), Palestinian Youth Union, Women's Affairs Technical Committee (WATC), Working Women's Association, Rural Women's Development Society (RWDS), Businesswomen's Association (Asala).

## Evaluation Criteria and Questions

The evaluation utilizes the standard ILO framework and follows its major criteria while integrating gender equality as a cross-cutting issue throughout the evaluation questions (see Annex 1):

- **Relevance and strategic fit (Coherence according to DAC criteria)** – the extent to which the objectives are aligned with sub-regional, national, and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the country.
- **Validity of design** – the extent to which the project design, logic, strategy, and elements are/remain valid vis-à-vis problems and needs.
- **Efficiency** - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from efficient use of financial, material, and human resources, including re-purposing in the mitigation of impact of the Covid-19 pandemic.
- **Effectiveness** - the extent to which the project can be said to have contributed to the project objectives and more concretely whether the stated outputs have been produced satisfactorily with gender equality, including in the Covid-19 context; in addition to building synergies with national initiatives and with other donor-supported projects.
- **Impact** - positive and negative intended and unintended changes and effects caused by the project at the national level, i.e. the impact on social partners, government entities, beneficiaries, etc.; special attention should be given to secondary job effects, which are expected to occur in economic infrastructure like agricultural roads, markets or irrigation.
- **Effectiveness** of management arrangements - the extent of efficient operational arrangements that supported the timely, efficient, and effective delivery of the project
- **Sustainability** – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion, in the case of infrastructure this refers concretely to whether operation and maintenance agreements are actually being implemented; the extent to which the knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners.

## Methodology

1. The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the evaluation manager.
2. This evaluation will follow a mixed method approach relying on available quantitative data and primary qualitative data collected through interviews and group interviews.
3. This evaluation will utilize all available quantitative and qualitative data from progress reports to monitoring studies and databases. The information will be analysed in light of the main thematic questions and results will be integrated with the data from the primary collection.
4. The primary data collection will mainly focus on a qualitative approach investigating the perceptions and inputs of the different stakeholders that had some form of interface with the project. Triangulation of data will also be done using both the secondary data collected. The analysis will follow a thematic examination of the main evaluation areas as guided by the evaluation questions. A list of stakeholders will

be prepared and provided by the project team. Depending on the number and nature of stakeholders, the number of group interviews and individual KIIs to be conducted will be identified. Gender will be mainstreamed throughout the methodology from data collection to data analysis. Where appropriate, the methodology will ensure equal representation of women and men throughout data collection and provide separate group meetings as relevant. The evaluation will follow the ILO EVAL Guidelines on integrating gender equality<sup>2</sup>. The specific evaluation methodology will be provided in the inception report prepared by the evaluation team and approved by the Evaluation Manager. Tool: The interview guide will be developed in light of the evaluation themes and main questions as well as the type of stakeholders. Sample: The study sample should be reflective of all relevant stakeholders taking into consideration the scope of the project and its evaluation as well as data saturation. All analysed data should be disaggregated by sex. The results shall address the crosscutting issues described above (including Covid-19).

## Work Assignments and Main Deliverables

### Work Assignments

#### Internal briefing by the project team(s)

The evaluator will have an initial consultation with the ILO relevant staff. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments, and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project's backgrounds and materials, key evaluation questions and priorities, the outline of the inception and final report.

- Preparation of the inception report
- Report to be shared with Evaluation manager for comments
- Report to be shared with key stakeholders for comments
- The inception report revised and interviews to begin

#### Desk Review

The evaluator will review project's background materials before conducting any interviews.

These include:

- Project documents (Logic Framework, Theory of change...)
- Baseline reports and related data (if available)
- Monitoring reports conducted during the project
- Progress and status reports, extensions, and budget revisions
- Previous phase or related evaluation reports of the project (if available)
- Other studies and research were undertaken by the project
- Project beneficiary documentation
- Strategic documents (e.g., DWCP, Government's strategic plan)

#### Individual Interviews and group interviews

Following the initial briefing, the desk review, and the inception report, the evaluator will have meetings with constituents/stakeholders.

Individual or group interviews will be conducted with the following:

- a) ILO staff/consultants that are involved in the project

- b) AICS representatives.
- c) Interviews with constituents and other stakeholders as relevant: CWA, GCU, and its sectorial unions, and the primary cooperatives
- d) International civil society organizations which support the cooperative sector include; We Effect, Oxfam, CARE International, COSPE (Italian), Spanish organizations, and the Italian Banking Association (ABI), as well as the WFP and FAO.
- e) National civil society institutions which actively support the cooperative sector include the Palestinian Economic and Social Development Center (ESDC), Palestinian Agricultural Relief Committees (PARC), Ma'an Development Center, ARIJ Institute, Palestinian Youth Union, Arab Center for Agricultural Development (ACAD), Palestinian Youth Union, Women's Affairs Technical Committee (WATC), Working Women's Association, Rural Women's Development Society (RWDS), Businesswomen's Association (Asala).
- f) As Cooperatives operate across a number of sectors, their government counterparts include a number of different ministries including MOL, MOA, MONE, etc.

### Presentation

Upon completion of the missions, the evaluator will provide a presentation to the stakeholders on the evaluation findings, conclusions, and recommendations.

### Evaluation Management

The evaluator will report to the project coordinator at ILO. The project coordinator will be the first point of contact for the consultant as well as the project team for any technical and methodological matters related to this evaluation. All communications with regard to this evaluation must be marked to the evaluation managers. The project team will provide administrative and logistical support for the interviews.

### The Main Deliverables

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: PowerPoint Presentation (PPP)
- Deliverable 4: Draft 2 evaluation report
- Deliverable 5: Comments log of how all comments were considered and taken on board by the evaluation team or not and why not.
- Deliverable 6: Final evaluation report with executive summary (report will be considered final after all comments are integrated).

### Inception Report

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tune of the following issues:

- a. Project background
- b. Purpose, scope and beneficiaries of the evaluation
- c. Evaluation criteria and questions
- d. Methodology and instruments
- e. Main deliverables
- f. Management arrangements and work plan



## Final Report

The final version of the report will follow the below format and:

- Title page
- Table of Contents, including List of Appendices, Tables
- List of Acronyms or Abbreviations
- Executive Summary with methodology, key findings, conclusions and recommendations
- Background and Project Description
- Purpose of Evaluation
- Evaluation Methodology and Evaluation Questions
- Clearly identified findings along OECD/DAC criteria, substantiated with evidence
- Key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
- Clearly identified conclusions and recommendations that are linked to findings (identifying which stakeholders are responsible, priority of recommendations, and timeframe)
- Lessons Learned per ILO template
- Potential good practices per ILO template
- Annexes (list of interviews, TORs, lessons learned and best practices in ILO EVAL templates, list of documents consulted, etc.) Annex: Different phases' log frames with results status, by phase.

The quality of the report will be assessed against the relevant EVAL Checklists. The deliverables will be submitted in the English language and structured according to the templates provided by the ILO.

## Management Arrangements and Workplan

### Roles And Responsibilities

- a. The External Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:
  - Review the ToR and prepare questions/ clarifications or suggestions of refinements to assessment questions during the inception phase
  - Review project background materials (e.g., project document, progress reports, etc.);
  - Prepare an inception report including a matrix of evaluation questions, workplan and stakeholders to be covered;
  - Develop and implement the evaluation methodology (i.e., conduct interviews, review documents, etc.) to answer the evaluation questions;
  - Conduct online/ field research, interviews, as appropriate, and collect information according to the suggested format;
  - Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
  - Conduct a presentation on the findings, conclusions and recommendations of the evaluation to stakeholders;
  - Prepare the final report based on the ILO, donor, and stakeholders' feedback obtained on the draft report.
  - Attend to other deliverables as per the TOR
- b. The ILO Evaluation Managers are responsible for:

- Drafting the ToR;
  - Finalizing the ToR with input from colleagues;
  - Hiring the consultant;
  - Providing the consultant with the project background materials;
  - Assisting in the implementation of the evaluation methodology, as appropriate
  - Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
  - Reviewing the final draft of the report;
  - Disseminating the final report to all the stakeholders;
  - Coordinating follow-up as necessary.
- c. The ILO REO:
- Providing technical support to the evaluation as needed
  - Forwarding final report to EVAL for inclusion in the i-track database. EVAL does not approve internal evaluation reports.
- d. The ILO Project Coordinators<sup>5</sup> are responsible for:
- Reviewing the draft TOR and providing input, as necessary;
  - Providing project background materials, including studies, analytical papers, progress reports, tools, publications produced, and any relevant background notes;
  - Providing a list of stakeholders;
  - Reviewing and providing comments on the inception report;
  - Participating in the preparatory briefing prior to the evaluation missions;
  - Scheduling all meetings and interviews for the missions;
  - Ensuring necessary logistical arrangements for the missions;
  - Reviewing and providing comments on the initial draft report;
  - Participating in the debriefing on the findings, conclusions, and recommendations;
  - Making sure appropriate follow-up action is taken

### Duration of Contract and Timeline for Delivery

The collaboration between ILO and the Consultant is expected to start in May 2023 and last until July 2023 with an estimate of 28 working days.

#### Evaluation Timeframe (TO BE FURTHER DEVELOPED AND AGREED)

Tasks	Number of Working days
Kick-off meeting	1
Desk review of documents related to the project	4
Drafting Inception report	2
Interviews	10
Drafting report	6
Developing Second Draft and comments log	2
Present findings, lessons learned and	1

<sup>5</sup> The project Coordinator is the Evaluation Manager

recommendations to stakeholders	
Integration of comments and finalization of the report	2
Total Number of Working Days	28

## Supervision

The evaluator will work under the direct supervision of the Evaluation Manager. The evaluator will be required to provide continuous updates on the progress of work and revert to the ILO with any challenges or bottlenecks for support. Coordination and follow-up with the evaluator will take place through e-mail or Teams or any other digital communication mean.

## Legal and Ethical Matters

- This internal evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- These ToRs will be accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO”
- UNEG ethical guidelines will be followed throughout the internal evaluation.

## Requirements and How to Apply

### 1. Requirements

The evaluator(s)/evaluation team should have:

- An advanced degree in social sciences;
- Proven expertise in evaluation methods, labor markets, conflict issues and the ILO approach;
- Extensive experience in the evaluation of development interventions;
- Expertise in the Labour-intensive modality, job creation projects, capacity building and skills development, and other relevant subject matter;
- An understanding of the ILO’s tripartite culture;
- Knowledge of OPT, and the regional context;
- Full command of the English language (spoken and written) will be required.
- Command of the Arabic language would be an advantage.

### 2. How to Apply:

Candidates intending to submit an expression of interest must supply the following information:

1. A description of how the candidate’s skills, qualifications and experience are relevant to the required qualifications of this assignment (maximum 2 pages).
2. A list of previous evaluations that are relevant to the context and subject matter of this assignment, indicating the role played by then consultant(s) applying (they can be highlighted in the CV).
3. A statement confirming their availability to conduct this assignment, and the daily professional fee expressed in US dollars (indicating also fees received for similar assignments in the last 2 years as a reference).
4. A copy of the candidate’s curriculum vitae.
5. A statement confirming that the candidates have no previous involvement in the implementation and delivery of the project to be evaluated or a personal relationship with any ILO Officials who are engaged in the project.

6. The names of two referees (including phone and email) who can be contacted.
7. A sample of a report in which the evaluator has paid similar role for the position he/she is applying.

This call is open to international and national consultants. In case the applicant does not speak Arabic, and s/he prefers national support in Palestine, please enclose her/his CV with a brief description of her/his responsibilities, the number of estimated working days requiring her/his service and the daily professional fee in US\$. If not provided, ILO will recruit national support separately (if deemed necessary).

Please send an application and relevant questions via email to the following contacts:

To: Mr. Younis Sbeih, ILO National Project Coordinator <Sbeih@ilo.org>

Cc: Ms. Katia Baraskiva Project Support Assistant < baraskiva@ilo.org >

Deadline to submit applications is April 15, 2023.

## Annexes

### Annex 1. Questions

- Relevance and strategic fit related questions include:
  1. How well did the project approach fit in the context of the ongoing challenges in Palestine? Were the problems and needs adequately analyzed? Was gender prioritized?
  2. To what extent are the stated outcomes and outputs for the CSP Programme on track?
  3. How well were the project's objectives aligned with the national strategies and priorities, the framework of the ILO Decent Work Country Project of Palestine (2018-2022), the ILO's Project and Budget (P&B) 2020-2021, UNSDCF (2018-2022) and the SDGs?
  4. How did the project's objectives respond to the priorities of the donor (AICS) in Palestine?
  5. Considering the new needs in the country, the actions plan of the MOL, CWA newly developed CDF and CDI by laws and strategy, to what extent does the government and programme provide and adopt appropriate measures?
  6. Relevance of project activities, how would the project promote the current level of inclusion of women within the cooperative as members and in leadership positions
- Validity of design:
  1. Has the situation been properly analyzed? Does the project document contain satisfactory immediate objectives/project outcomes, a strategy, or a Theory of Change for dealing with the problem?
  2. What is the extent of logical correlations between the objective, outcomes, and outputs? Are the set indicators logical with specified baseline and targets? Can data be gender disaggregated? Are monitoring and evaluation activities adequately planned?
  3. To what extent did the project design consider: specific gender equality and non-discrimination concerns relevant to the project context? As well as concerns relating to the inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue.
- Efficiency:
  1. Have resources been utilized efficiently to reach the project's objectives?
  2. How efficient has the coordination with the national implementing partners been, mainly CWA and GCU? And other national stakeholders like Sectorial unions and primary cooperatives?
  3. To what extent has the project been on track in terms of timely achieving the assigned milestones? If not, what factors contributed to the delays? How could they be mitigated in the upcoming phase?
  4. Do the programme' activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Effectiveness:
  1. Have all set targets, outputs, and outcomes (considering the time frame) been achieved according to plan?
  2. Is there a suitable M&E framework to monitor and support the implementation of the targeted results
  3. Are the programme effective in responding to the needs of the beneficiaries, and what results can we show

4. How have the outputs and outcomes contributed to ILO's mainstreamed strategies including gender equality, social dialogue, and labor standards?
  5. What positive or negative unintended outcomes can be identified?
  6. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing, and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?
- Impact orientation:
    1. Was the project able to extend knowledge across the Arab region and other countries putting Palestine in a leading position?
    2. What is the potential impact that can be associated with the intervention?
    3. Until now, what is the intended impact of the project on the Palestinian cooperative panorama? And on the general economy?
    4. Is there any unintended impact that the project generated in other sectors, stakeholders etc..?
    5. Did the project have a short term impact on fostering women's participation in the cooperatives sector?
  - Sustainability:
    1. Are the results achieved by the project so far likely to be sustainable- in terms of the National Strategy for the Cooperative Sector as well as the issue of the sustainability of the results
    2. How will the implemented work be institutionalized and used by the government institutions to enhance future work on SP?
    3. Will the implementing partners be able to retain the work after the end of the project?
    4. What measures have been taken to ensure that the key components of the project are sustainable beyond the life of the project? Are they sufficient?
    5. Exploring and identifying other possibilities if it is necessary for ILO to continue its coaching and assistance to CWA, GCU, and sectorial unions, and to have direct interventions with mainly women primary cooperatives, with the potential to trade /export until the end of the project
  - Effectiveness of management arrangements:
    1. How effective was the communication between the project's teams, the regional office, and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?
    2. How have stakeholders been involved in the project's implementation?
    3. To what extent has the project management been participatory and has the participation contributed towards the achievement of the project objectives?
  - Challenges, Lessons learned, and Specific Recommendations:
    1. What are the good practices and lessons learned from the project that can be applied in the next period?
    2. What were the main challenges identified? How were these different from the risk assumptions? What were the mitigation steps taken?
    3. What are the recommendations for future similar projects?

4. What are the challenges, lessons learned, and recommendations regarding the cross-cutting issues of gender equality, social dialogue, and environmental sustainability?

## Annex 2

### Document Review, scoping and inception

The evaluator will receive a briefing by the project team. After that, the consultant will review the project document, work plans, progress reports, research reports, and other documents produced since the project started, more specifically the consultant will review the following documents

- Term of Reference
- National Policy Agenda
- Cooperatives Sectoral Strategy (2021 – 2023)
- Assessment on Covid-19 Effect on GCU and Cooperatives
- National Employment Strategy (2021 – 2025)
- CWA Assessment Study by ILO (2018)
- GCU Strategy (2021 – 2025)
- Cooperative Work Law (2017)
- UCASC Strategic Plan (2016 – 2021)
- Assessment of Service, Consumer and Handicraft Cooperatives in the West Bank: Challenges and Opportunities September (2016)
- Cooperatives Gender Brief (2011)
- Assessment of Agricultural Cooperatives in West Bank: Challenges and Opportunities (2014)
- Policy Brief: Strengthening Agricultural Cooperative in the West Bank
- Assessment of the Palestinian Cooperatives Sector (2008)
- Cooperatives Assessment Study in Jordan (2016)
- Cooperatives Assessment Study in Lebanon (2018)
- The National Strategy for the Jordanian Cooperatives Movement (2021 – 2025)
- Assessment of the Cooperatives Promotion and Movement in Ethiopia (2020)
- Assessment study: “A quantitative and qualitative assessment of Palestinian Sectoral Cooperative Unions and the General Cooperative Union (GCU) in terms of governance and service provision to primary cooperatives” (2022)
- The first Progress Report, 1 June 2021 - 31 August 2022. Cooperative Support Programme for Palestine (CSP-OPT)

After the end of the desk review, the evaluator will prepare a brief Inception report. The report will outline the methodological approach, evaluation instruments and the questions (questions in the ToRs to be refined based on the knowledge gained through desk-review and initial briefing), a list of stakeholders to be interviewed, a work plan, an indicator matrix with the evaluation questions, and outline of the evaluation report. The structure and format of the inception report will follow the [EVAL Guidance note on Inception report](#) (see Annex I).

## Annex 3:

- Focus Groups:

The focus groups will be conducted primarily with the representatives, staff and members of the Cooperatives Work Agency (CWA) and the 6 sectoral Cooperative Unions as well as key stakeholders in the field (7 focus groups):

- Focus Groups with CWA and representatives of the Sectoral Unions
- Focus group with representatives of relevant public authorities ( MoNE , MOA,...\_
- Focus group with representatives of member cooperatives
- Focus group with gender diverse group of individual members of cooperatives
- Focus Group with INGOs active in the Cooperatives Sector: We Effect, Oxfam, etc
- Focus group with Local NGOs active in the Cooperatives Sector: PARC, MAAN Development Center, etc
- Other categories that will be jointly identified with the focal points for the assessment from the ILO



## Annex 4 Palestinian cooperative structure

