

## Terms of Reference

### Evaluation of Denmark's Development Cooperation with Niger 2009 - 2018

#### 1. Background

With close to 20 million people, Niger is one of the poorest countries in the world and was ranked 187 out of 188 countries in the Human development Index of 2016. Niger is a land-locked country and while its considerable mineral deposits of uranium, gold, coal and petroleum constitute important export assets, agriculture and livestock provide livelihood for 87% of the population. Approximately 40% of the population live below the absolute poverty line, and 1.5 million people are estimated to be affected by food insecurity. Poverty has declined in all regions of the country over the last decade, but the country's birth rate remains one of the highest in the world. The economy remains vulnerable due to the security situation, fluctuating commodity prices and extreme climate events.

The political situation in Niger has been marked by prolonged periods of military rule since independence from France in 1960, but the country has now had an elected government since 2011. Niger is located in a turbulent region and the security situation has in recent years deteriorated significantly. The country is faced with a number of conflicts, including claims from Tuaregs and other pastoral groups. While there is a spill-over of security threats from Nigeria, Mali and Libya, internal domestic conflicts fuelled by intense social and economic pressures are also making the country vulnerable. The political system has undergone democratic reforms, but it is characterised by deep rivalries and repeated violent protests. Recently, reports from human rights organisations draw the attention to the arrests of civil rights activists during a series of protests in Niamey and other towns as well as restrictions on freedom of the press and freedom of information. The south-eastern region, Diffa, is marked by up to 198,000 refugees and 137,000 internally displaced persons<sup>1</sup>. The presence of major jihadist groups poses a risk to Niger's security, stability and – according to some sources – its territorial integrity. Through cooperation with the EU, Niger plays an important role in coping with irregular migration to Europe.

Women's rights remain a critical issue. Niger ranks 183 out of 188 countries in the world on the 2015 UNDP gender inequality index and the country has the highest prevalence of child marriages with 30 % of girls getting married before the age of 15 and 77% by the age of 18. Women have little access to education and only 2.5 % of adult women in Niger have some form of secondary education.

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<sup>1</sup> Systematic Country Diagnostic, World Bank, November 2017

Denmark has had an uninterrupted collaboration with Niger since 1974 and has especially been working long-term within the areas of democracy and human rights, water supply and agriculture. A considerable portion of the collaboration has had a regional focus in Diffa and Zinder. In governance and human rights, support has been provided to building key democratic institutions and actors, supporting women's rights, elections and dialogue mechanisms. Denmark has been a major donor in the alignment and harmonisation of support in the water sector contributing to building infrastructure and national capacity. In agriculture, Denmark has supported activities aiming at enhancing productivity and processing and agribusiness within specific value chains. The support has also aimed at strengthening farmer organisations.

Denmark has been managing its cooperation programme from a representation office in Niamey, which was closed in 2014. The Danish embassy in Ouagadougou is now administering the programme. The current country policy paper (2016 – 2020)<sup>2</sup> states that the overall vision for Denmark's engagement to Niger is to support the government and people of Niger in order to maintain peace and stability, re-enforce democratic values and provide the opportunity for the people to embark on a long effort to improve living conditions. The country policy describes how Niger is currently in a state of fragility and it therefore operates with three scenarios with different implications in terms of policy response and partner and modality choice for Denmark's engagement in the country. The country programme is designed with a human rights based approach, including the principles of non-discrimination, participation, transparency, and accountability as a basis for supporting an inclusive and stable Nigerien society where the relationship between the State and its citizens is improved.

The current country programme (2017-2022) involves support to three thematic areas:

1. A thematic programme on Governance, Stability and Migration Management with a grant of DKK 185 million for the period from 2017 to 2022. Earlier grants include a grant of DKK 25 million in 2007 and of DKK 50 million in 2014.
2. Support to Water and Sanitation with a grant of DKK 195 million for the period from 2017 to 2022. Earlier phases include 2006 - 2011 (114.4 Million) and 2012-2017 (DKK 200 Million). Since 2014, the Danish water sector support is managed by Luxembourg through a delegated cooperation.
3. A programme on Promotion of Jobs and Economic Growth in the Agriculture Sector. There are no new financial commitments in the country programme under this thematic area, but the grant of DKK 195 million for the period from 2014 was prolonged until 2021 in connection with a Mid-Term Review in 2017. Earlier funding to the sector included a grant of DKK 150 million in 2008. The two engagements in the current programme are implemented through delegated cooperation with the Swiss Agency for

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<sup>2</sup> Denmark – Niger Country Policy Paper is available on-line, and more information on Danida's engagement can be found [here](#).

Development Cooperation (SDC) and the World Bank's Competitiveness and Growth Support project (PRACC) through a trust fund arrangement.

Denmark's engagement in Niger furthermore includes activities of the regional Peace and Stabilisation Programme. This programme addresses the underlying regional political and security challenges in the Sahel focusing on enhancing mediation and conflict resolution, improved security and countering violent extremism and organised crime.

European Commission, Belgium, Denmark, France and Luxembourg undertook a joint evaluation of donor support to Niger in the period from 2000 to 2008. Together, these five donors funded more than half of the public development aid in the period. The evaluation assessed the implementation of the principles of the Paris Declaration, focusing on the cooperation process, and the relationships between partner and government. It also evaluated the collective performance of donors by analysing their aims, resources, outputs, outcomes and impacts. The evaluation concluded that the donors contributed to solving concrete needs, including in health, water sanitation and education. Their assistance was largely pertinent and in line with Niger's poverty strategy, and good results were achieved within a range of areas. But the evaluation also concluded that the efforts were insufficient in relation to the overall scope of the challenges facing Niger, and it had taken longer to achieve results than planned. The evaluation furthermore found that the donors not sufficiently channelled their support to the area of economic growth and they did not ensure an optimal harmonisation of their support.

## **2. Objectives and Approach**

Given the fragile situation that has dominated in Niger throughout the evaluation period and the overall narrative of the Danish cooperation with Niger, the purpose of the evaluation is to assess to which extent Denmark has contributed to maintaining peace, enhancing stability and furthering democratic values in Niger, and whether gains achieved are likely to be sustained.

Consequently, the evaluation should assess the Danish cooperation from a fragile state perspective. Achievements in relation to poverty eradication, food security, economic development, water supply and sanitation should be assessed both on the basis of the objectives initially set for the relevant interventions, but also for their contribution to peace, stability and promotion of democratic values.

The evaluation is expected to document results of the cooperation, provide insights and bring forward lessons which can serve for reflection not only in relation to the Danish cooperation with Niger, but also in relation to how bilateral cooperation is prepared and implemented in a fragile state context, where security issues are permanently present..

Furthermore, due to the current security situation in Niger, and the difficulty of accessing a large part of the territory, including Diffa, the evaluation will contribute to EVALs experience of how to undertake evaluation work in such a context.

It is an independent evaluation and the conclusions should be those of the evaluation team and not influenced or pressured by another party. The evaluation team should avoid conflict of interest and any suspicion thereof.

### **3. Scope of work**

The evaluation should focus on the interventions being part of the Niger – Denmark country programme (i.e. bilateral cooperation managed by decentral units in Niamey/Ouagadougou). Other channels of assistance (the regional Sahel programme, humanitarian assistance, support through Danish civil society organisations, etc.) should only be included when relevant, for instance in relation to coherence and co-ordination. The period of evaluation is from 2009 to 2018. An overview of the relevant appropriations is attached as annex 1.

The evaluation will seek to engage the programme stakeholders, including the relevant authorities in Niger and the development partners, especially those to which Denmark has delegated its partnership, i.e. Luxembourg, the Swiss Agency for Development and Cooperation, USAID, the World Bank and UNDP.

### **4. Evaluation criteria and evaluation questions**

The OECD/DAC evaluation quality criteria of relevance, efficiency, effectiveness, impact and sustainability will be applied to this evaluation, and the evaluation questions below indicate which aspects of the criteria that will be emphasized. In addition to the five standard criteria, the coherence and co-ordination of the assistance should be assessed.

The evaluation questions, which are envisaged to be addressed as part of the evaluation, are:

1. To which extent was the cooperation at the planning stage and during implementation in line with the national policy priorities in Niger and relevant for Niger in a fragile state situation?

This aspect involves also the assessment of the programme preparation and design and the extent to which it is based on Denmark's approach for cooperation in fragile and conflict-affected states and good donor practice.

2. How has the human rights based approach (including gender equality) and issues related to climate change been taken into account in the analyses, programme planning, implementation and monitoring of the country programme?

As indicated above, women's situation in Niger is assessed by international sources as being particularly difficult and the country is affected by desertification and extreme climate events. These two issues should be given particular attention in the evaluation.

3. To which extent have other strategic priorities of Danish cooperation policy influenced programme design?

The analysis will include aspects related to possible trade-offs in terms of strategic priorities/direction, particularly in relation to the current phase where Denmark does not have a permanent presence in Niger.

4. To which extent have the programme interventions achieved their results in terms of outputs and outcomes, and what is the sustainability of these achievements?

The assessment should not only assess delivery compared to plans, but also whether it has been necessary and possible to adapt the programme to changes in the situation.

5. What has been the Danish contribution to the overall development in Niger in relation to maintaining peace, enhancing stability and furthering democratic values and in relation to providing adequate and visionary solutions to the key challenges that the country is facing today?

The analysis may usefully approach this question by assessing the development in the overall situation and testing a number of hypotheses related to both the broader role of donors and that of Denmark.

6. To which extent has the Country Programme and other Danish development, security and humanitarian efforts in Niger been coherent, and how well have they been coordinated?

The evaluation is expected to look at the coordination with other Danish initiatives as well as the coordination and harmonisation with other relevant national and donor efforts.

7. How effective has the Danish country programme management, monitoring and technical follow-up been undertaken?

The evaluation should include an assessment of the programme administration and management in a difficult security situation, including the changes occurring when the Danish coordination office in Niamey was closed. It should also involve to which extent lessons learned from past interventions have been used in the design of new phases of support.

The evaluation questions are expected to be developed further and refined in the inception phase of the evaluation. The evaluation should provide conclusions and recommendations which are directed towards the formulation of a new phase of the country programme in Niger and broader in relation to Danish development efforts in fragile states.

## **5. Methodological considerations**

The evaluation is expected to look beyond the individual interventions and assess them in the broader context in Niger. An analysis of conflict and fragility linking to relevant aspects of the broader political economy should be used as a basis for the evaluation.

At present, parts of Zinder region can be accessed, but there it is most likely not possible to visit Diffa region due to the security situation. The evaluation methodology should therefore specifically consider how the past efforts in Diffa can be evaluated, including to what extent secondary data sources can be used, how the team can engage with key informants, and possible focal groups, outside the programme area or via other means of communication.

It is expected that the evaluation will rely predominantly on qualitative data supplemented with programme monitoring data and assessments and reports from other sources. To some extent, national data may also be available, for instance in the water sector.

The evaluation will be divided into the following phases:

1. Inception phase during which an analysis based on the existing documentation will be undertaken and an inception report drafted. The inception phase will include desk work as well as field work in Copenhagen, Ouagadougou and Niamey.
2. A main study (implementation) phase, during which the evaluation team will carry out field work and data collection in Niger and possibly Ouagadougou. Assisted by the Danish Embassy in Ouagadougou, the evaluation team will arrange meetings with government representatives, development partners, private sector and civil society organisations, etc. both at central and local levels. Data collection should cover information from Niamey as well as Zinder and Diffa.

During field work, case stories of the cooperation will be collected, e.g. examples of actions and engagements that illustrate the change of the cooperation over time, particular results or challenges. Not less than five case stories will be documented during the implementation phase and will be used to inform the public.

3. A reporting phase, during which the evaluation team will draft preliminary findings with conclusions and recommendations for discussion in the Evaluation reference Group before the draft main report is presented.

The following elements are envisaged to be part of the evaluation methodology:

- Review of relevant documentation from Danish bilateral engagements;
- Review of relevant analyses regarding the situation in Niger and relevant documents from partners implementing Danish funded programmes;
- Interviews with key stakeholders in the Danish MFA, the Danish embassy in Ouagadougou and programme partners in Niger;
- Interviews with key stakeholders external to programme management, including the EU representation, multilateral partners, civil society organisations (in Denmark and in Niger) and researchers;
- Focus group discussions in Niger with beneficiaries or stakeholders;

## 6. Outputs and timetable

Reporting language for all evaluation products is French. The following outputs are expected in the course of the evaluation:

- An inception report, including portfolio analysis which is specified according to regional level implementation and partners. The inception report should provide an overview of the relevant sectors and include the relevant elements of a conflict assessment. The evaluation methodology should be well described and accompanied by a matrix indicating the evaluation questions, criteria and data sources, as well as a description of the methodology for field data collection.
- A preliminary findings paper (not to be published).
- An evaluation report, not exceeding 40 pages excluding a four-page executive summary and annexes.

The inception report, the preliminary findings papers and the draft evaluation report will be discussed in the evaluation reference group and will only be final when approved by the evaluation department.

The proposed timetable is indicated below. Tenderers are free to propose an alternative timing of the activities as long as the date for submission of the draft evaluation report is the same as indicated below.

| <b>Task</b>              | <b>Date/period</b> | <b>Responsible / involved</b> |
|--------------------------|--------------------|-------------------------------|
| Initiation of assignment | 1 February 2019    | ET                            |
| Meetings in Copenhagen   | 15 February        | EVAL/ET                       |
|                          |                    |                               |

|                                    |                                   |             |
|------------------------------------|-----------------------------------|-------------|
| Inception visit Ouagadougou/Niamey | Week of 18 <sup>th</sup> February | ET/EVAL/RDE |
| Draft Inception Report             | 15 March                          | ET          |
| ERG in Copenhagen                  | Week of 22 <sup>nd</sup> March    | EVAL/ET     |
| Field study                        | From 1 <sup>st</sup> April        | ET          |
| Preliminary findings paper         | 1 <sup>st</sup> May               | ET          |
| Draft evaluation report            | 31 May                            | ET          |
| ERG in Copenhagen                  | Week of 10 <sup>th</sup> June     | EVAL/ET     |
| Final evaluation report            | 1 <sup>st</sup> July              | ET          |

ET: Evaluation team

EVAL: Evaluation Department

ERG: Evaluation Reference Group

RDE: Danish embassy in Ouagadougou

## 7. Evaluation principles and management

The evaluation will be carried out in accordance with the Danida evaluation policy on development cooperation (October 2015), the Danida evaluation guidelines (2018) and the OECD-DAC standard criteria for evaluations including quality standards (2010).

The basic DAC-evaluation principles of independence of those responsible for the design and implementation of the development intervention, and of utilisation of evaluators external to the development partner and implementing organisations will be applied.

Responsibility for the content and presentation of the findings and recommendations of the evaluation rests with the evaluation team. The views and opinions expressed in the report will not necessarily correspond to the views of the Danish Government, the Government of Niger or the implementing organisations. The final evaluation report will be available to all relevant stakeholders, published on the internet, and submitted to the Danish Minister for Development Cooperation.

Four sets of roles are contained in the evaluation process: the Evaluation Management, the Consultant (Evaluation Team), the embassy in Ouagadougou and the Evaluation Reference Group (ERG):

### 7.1 Role of the Evaluation Management

The evaluation will be supervised and managed by the evaluation department of the Danish Ministry of Foreign Affairs (EVAL). The evaluation management will:

- Be responsible for the selection of the Consultant (the Evaluation Team) based on the received tenders and based on a process administered by a tender consultant.
- Select members of the Evaluation Reference Group, organize and chair its meetings
- Ensure that quality control is carried out throughout the evaluation process. In so doing, EVAL may make use of external peer reviewers.
- Provide feedback to the Evaluation Team on all written report and through other ad-hoc consultation.
- Ensure final approval of evaluation outputs (reports).
- Facilitate and participate in the inception visit to Ouagadougou/Niamey.
- Organise presentation of evaluation results and follow-up on the evaluation for the internal Danida Programme Committee and the Minister for Development Cooperation.
- Organise graphic lay-out and editing of the final evaluation report and prepare it for publication.
- Prepare a four page Danish summary of the evaluation report and prepare for publishing.
- Advise relevant stakeholders on matters related to the evaluation.<sup>3</sup>

## 7.2 Role of the Consultant (the Evaluation Team)

The DAC evaluation principles of independence of the Evaluation Team will be applied. The Evaluation Team will carry out the evaluation based on a contract between EVAL and the incumbent Consultant. The Evaluation Team will:

- Prepare and carry out the evaluation according to the ToR, the approved Inception Report, the DAC Evaluation Quality Standards and the Danida Evaluation Guidelines.
- Be responsible to the Evaluation Management for the findings, conclusions and recommendations of the evaluation.
- Ensure that quality assurance is carried out and documented throughout the evaluation process according to the Consultant's own Quality Assurance Plan as described in the proposal.
- Report to the Evaluation Management regularly about progress of the evaluation.
- Organise and coordinate meetings and field visits, and other key events, including debriefing session and/or validation workshops in Niger.
- Be responsible for the safety and security of the employees of the Consultant, sub-contracted consultants, including local staff, also if the assignment involves missions in an area of conflict or an area with high security risks.

The Team Leader is responsible for the team's reporting, proper quality assurance and for the organisation of the work. The Team Leader will participate in the inception visit to Ouagadougou/Niamey, ERG meetings and other meetings in Copenhagen as per the

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<sup>3</sup> See the Codes of Conduct, which form part of the Danida Evaluation Guidelines, and which can be found at <http://evaluation.um.dk>

implementation schedule above. It is envisaged that the Team Leader will participate in three meetings in Copenhagen during the whole process.

### 7.3 Role of the Embassy in Ouagadougou

As the responsible unit within the MFA for the Niger Country Programme, the embassy is expected to participate as needed throughout the evaluation. The following specific tasks are foreseen for the embassy:

- Liaise with authorities and partners in Niger prior to and during the evaluation.
- Identify and provide programme documentation and other relevant documentation – to the extent possible – from electronic files and from the embassy’s hard copy filing system.
- Participate by video link in ERG meetings.
- Provide assistance to the team in contacting relevant partners for setting up a visiting programme.
- Provide comments to written outputs (reports) of the evaluation as well as the evaluation summary in Danish prepared by EVAL.
- Prepare a Management Response to the Evaluation and present it to the MFA Programme Committee
- Provide advice to the Consultant on matters related to the security situation (as indicated above, the Consultant has the duty of care for the evaluation team).
- Approximately two years after the evaluation, prepare a 2-page follow up note for MFA management and present it at the semi-annual evaluation meeting.

### 7.4 Role of the Evaluation Reference Group

An Evaluation Reference Group (ERG) will be established by EVAL with representatives from the MFA and possibly external stakeholders. The mandate of the ERG is to provide advisory support and inputs to the evaluation, e.g. through comments to draft reports. The reference group will work with direct meetings, e-mail communication and video-conferencing.

The tasks of the ERG are to:

- Comment on the draft inception report, preliminary findings and draft evaluation report with a view to ensure that the evaluation is based on factual knowledge about the engagement and how it has been implemented.
- Support the implementation of the evaluation and promote the dissemination of the evaluation conclusions and recommendations.
- Other key stakeholders may be consulted at strategic points in time of the evaluation either through mail correspondence or through participation in stakeholder meetings/workshops.

## 8. Composition, organisation and qualifications of the evaluation team

The team is expected to consist of three members: a team leader and two experts. It is a minimum requirement that the team consists of at least three consultants. The Tenderer may decide to include personnel for additional functions, e.g. subject matter specialists, although these persons will not be assessed on an individual basis but as part of the overall team composition. The organisation of the team's work is the responsibility of the consultant and should be specified and explained clearly in the tender. The team members are expected to complement each other. The organisation of the team's work and the distribution of work days between team members will be assessed as part of the assessment of the technical proposal under the criterion "organisation".

The following minimum requirements apply to the qualifications of the evaluation team:

- All team members must be fluent in French.
- At least one team member must be able to read Danish.
- At least one team member must have extensive experience from work in Niger (5 years of work or 7 short-term missions within the last 12 years).
- The team should include extensive experience from work in Africa related to conflict prevention/fragile situations and the three thematic areas of the country programme (governance, water and agriculture).

The following minimum requirements apply to the organisation of work:

- The team leader should participate in the inception visit and in the field work for the entire duration
- The team leader must be overall responsible within the team for the report writing.
- The team leader should participate in the planned meetings with the ERG, as well as the start-up meeting in Copenhagen. Additional meetings may be requested by EVAL.
- The team leader is responsible for the team's reporting to and communication with EVAL.

The Tenderers should clearly state which of the proposed team members cover the different thematic areas of the evaluation. CV's for the following positions will be assessed on an individual basis as part of the tender proposal: i) Team Leader; ii) Two core team members (experts).

The criteria for assessing the individual team members are described in annex 2.

## 9. Eligibility

The OECD-DAC evaluation principles of independence of the evaluation team will be applied. In situations where conflict of interest occurs, candidates may be excluded from participation, if their participation may question the independence and impartiality of the evaluation. Any

firm or individual consultant that has participated in the preparation or implementation of the evaluated Danida programmes will be excluded from participation in the tender.

Tenderers are obliged to carefully consider issues of eligibility for individual consultants and inform the Client of any potential issues relating to a possible conflict of interest.<sup>4</sup>

## **10. Financial proposal**

The maximum budget for the consultancy services under this assignment is DKK 1.9 million. This includes all fees and project related expenses required for the implementation of the contract, including field trips.

Over and above the contract, EVAL will fund expenses related to security during the mission in Niger. The measures to be taken will be based on the security advice received from the embassy in Ouagadougou and agreed between the Consultant and the MFA.

EVAL will cover the expenditures incurred in preparing the final evaluation report for publication and any additional dissemination activities as and if agreed upon.

## **11. Requirements of home office support**

The Consultant's office shall provide the following, to be covered by the Consultants fees:

- General home office administration and professional back-up. The back-up activities shall be specified.
- Quality assurance (QA) of the consultancy services in accordance with the quality management and quality assurance system described in the Tender. Special emphasis should be given to quality assurance of draft reports prior to the submission of such reports. EVAL may request documentation for the QA undertaken in the process.

The Tender shall comprise a detailed description of the proposed QA, in order to document that the Tenderer has fully internalized how to implement it and in order to enable a subsequent verification that the QA has actually been carried out as agreed.

The Tenderer should select a QA team with a designated QA Manager to be responsible for Head Office QA. The member(s) of the QA team should not be directly involved in the evaluation. The QA Manager could be either an external expert or a company staff member. The QA Manager's CV should be included in the tender and will be assessed as part of the assessment of the technical proposal (see annex 2).

All QA activities should be properly documented and reported to EVAL.

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<sup>4</sup> See: Danida Evaluation Guidelines (2018), annex 1.

## Annex 1: Overview of programme portfolio, Niger

| Theme                       | Project                                                                                       | Project ref #                | Period    | Commitments (million DKK) |      |      |      |       |      |      |      |      |      |      |      |      |
|-----------------------------|-----------------------------------------------------------------------------------------------|------------------------------|-----------|---------------------------|------|------|------|-------|------|------|------|------|------|------|------|------|
|                             |                                                                                               |                              |           | 2006                      | 2007 | 2008 | 2009 | 2010  | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
| <b>Good Governance</b>      |                                                                                               |                              |           |                           |      |      |      |       |      |      |      |      |      |      |      |      |
|                             | Bonne Gouvernance                                                                             | 104.Niger.30                 | 2008-2012 |                           | 25   |      |      |       |      |      |      |      |      |      |      |      |
|                             | Fremme af retssamfund og demokratisering                                                      | 104.N.100.b.15.              | 2003-2011 |                           |      | 6.3  |      | 2.228 |      |      |      |      |      |      |      |      |
|                             | Democracy & Elections                                                                         | 104.Niger.31                 | 2010-2011 |                           |      |      |      | 10    |      |      |      |      |      |      |      |      |
|                             | Programme d'Appui à la Démocratie et aux Droits Humains 2014-2017                             | 104.Niger.33                 | 2014-2017 |                           |      |      |      |       |      |      |      | 50   |      |      |      |      |
|                             | Niger, Democratic governance, stability and migration, 2017-2022                              | Niger - Governance - DGSM    | 2017-2022 |                           |      |      |      |       |      |      |      |      |      |      | 95   | 35   |
| <b>Water and sanitation</b> |                                                                                               |                              |           |                           |      |      |      |       |      |      |      |      |      |      |      |      |
|                             | Programme d'Appui au Secteur Eau Hygiène et Assainissement (PASEHA)                           | 104.Niger.814.               | 2007-2009 | 114.4                     |      |      |      |       |      |      |      |      |      |      |      |      |
|                             | Programme d'Appui au Secteur Eau, Hygiène et Assainissement au Niger/PASEHA2                  | 104.Niger.814-200.NIM        | 2012-2016 |                           |      |      |      |       |      | 200  |      |      |      |      |      |      |
|                             | Niger - Water and Sanitation, 2017-2022                                                       | Niger - Water and Sanitation | 2017-2022 |                           |      |      |      |       |      |      |      |      |      |      | 100  | 50   |
| <b>Agriculture</b>          |                                                                                               |                              |           |                           |      |      |      |       |      |      |      |      |      |      |      |      |
|                             | PASR - Programme d'Appui au Secteur Rural                                                     | 104.Niger.805.               | 2009-2013 |                           |      | 150  |      |       |      |      |      |      |      |      |      |      |
|                             | Programme de Promotion de l'Emploi et de la Croissance Economique dans l'Agriculture au Niger | 104.Niger.805.200            | 2014-2019 |                           |      |      |      |       |      |      |      | 195  |      |      |      |      |

## **Annex 2: Criteria for evaluating team member qualifications:**

### Qualifications of the team leader

#### General experience:

- Relevant higher academic degree (M.Sc., Ph.D or equivalent)
- A profile with major emphasis on development issues, with 15 years or more of relevant international experience from development cooperation
- Experience as team leader of evaluations following the OECD/DAC criteria

#### Adequacy for the assignment:

- Extensive international experience from designing and undertaking larger, strategic evaluations, including field experience
- Extensive experience with evaluation in conflict-affected situations
- Extensive international experience from evaluation work in at least one of the thematic areas covered by the evaluation (governance, water, agriculture)
- Experience with undertaking conflict analysis
- Other analytical work or research in thematic areas related to the evaluation
- Proficiency in spoken and written French

#### Country experience:

- Experience from the West Africa region
- Experience from French speaking countries in Africa
- Experience from Niger

### Qualifications of Evaluation Expert 1 and Evaluation Expert 2:

- Higher academic degree in a field relevant to the assignment (M.Sc., Ph.D or equivalent)
- Major emphasis on developmental issues with 10 years or more of relevant professional experience from international development cooperation
- Experience as team member for evaluations of a comparable level

#### Adequacy for the Assignment:

- International experience from programme preparation and implementation in thematic areas related to the evaluation
- Experience from evaluations in thematic areas related to the evaluation
- Field experience in conflict affected or fragile situations
- Other analytical work or research in thematic areas relevant for the evaluation
- Fluent in French

Country experience:

- Extensive experience from Africa
- Experience from West Africa
- Experience from Niger

Qualifications of the Quality Assurance Manager:

- Higher academic degree (M.Sc., Ph.D or equivalent)
- A profile with major emphasis on development issues, with 15 years or more of relevant international experience from development cooperation

Adequacy for the assignment:

- Extensive international experience from designing and undertaking evaluations for bilateral development agencies
- Experience with a range of evaluation methods from designing and managing larger evaluations
- Other analytical work or research in thematic areas related to the evaluation
- Proficiency in spoken and written French

Country experience:

- Extensive experience from West Africa