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EuroMed Feminist Initiative
المبادرة النسوية الأورومتوسطية
Initiative Féministe EuroMed

TERMS OF REFERENCE – FINAL EVALUATION

***The program “Implementing the Common Agenda to combat VAWG and promote inclusive peace building processes in Syria”
Funded by the European Union (EU)***

EUROMED FEMINIST INITIATIVE

DEADLINE: 17TH OF MARCH 2025



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1. Background Information and Rationale

1.1 Introduction

EuroMed Feminist Initiative (EFI) is a policy platform that provides expertise in the field of equality between women and men, democracy building and citizenship, and advocates for political solutions to all conflicts, and peoples' rights to self-determination. EFI Headquarters are in Paris, with offices in Amman, Beirut and Erbil.

From September 2022, till August 2025, EFI in partnership with Musawa study center, Dawlaty and Zoom In are implementing a 3-year program, titled "Implementing the Common Agenda to combat VAWG and promote inclusive peace building processes in Syria funded by the European Union (EU). The overall objective aims at contributing to an inclusive, participatory and representative decision making in Syria, through combating VAWG and improving women's participation from local to international decision-making

1.2 Overview of the Program

- The **specific objectives/outcome** of the program are:

1. Empowered Syrian Human Rights (HRs) and Women's rights (WRs) defenders play a leading role in combating VAWG and enhancing women's participation in peace building processes

2. Improved access to services (prevention, social, health, legal) for survivors/victims/at risk of VAWG.

- The **expected results/outputs** of the program are:

1. WR defenders have improved capacities developing and implementing awareness-raising and mobilization to combat and address VAWG at grassroots level

2. WR defenders have improved advocacy influence at local, national and international levels engaging local communities in advocating for the implementation of measures to combat VAWG by using the Common Agenda as an advocacy tool at local, national and international levels

3. Services (prevention, social, health, legal) are available for survivors/victims/at risk of VAWG in the targeted areas.

- **Main clusters of activities:**

AC1: Strengthening WR defenders in raising awareness and challenging gender stereotypes

AC2: Supporting WR defenders in promoting gender equality and WR when engaging and structuring dialogue with local communities and contributing to the existing accountability mechanisms and peace-building efforts

- **Targeted areas** in which the activities of the program are taking place:

Northeast Syria (Hasakeh, Qamishli and Raqqa), Northwest Syria Maarat Masrin, Kafar Takhrim and Atmeh on the one hand, Al Bab and Azaz on the other hand, and previously regime-controlled area (Damascus, Sweida, Salamiyah and Lattakia). Some actions focusing on advocacy were implemented in Europe.

- **Targeted groups:**

Women and girls at risk of VAWG, women's rights defenders, Syrian community members, local and community-based initiatives, WR CSOs and networks active in that field, local community leaders, International stakeholders and decision makers, Syrian women and girls, their families and households, broader local communities, the Syrian civil society in general.



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1.3 Intervention Background

The events in Syria that started in 2011 led to the ruthless killing of half a million Syrians, enforced disappearances, the mass influx of millions of refugees into neighbouring countries, and brutal VAWG. Women have been subjected to all forms of conflict-related sexual violence (CRSV). All parties in the conflict have used VAWG and CRSV as weapons of war, ranging from rape and sexual violence during checkpoint raids, arrests and detention, to human trafficking.¹ Refugee and displaced women, kidnapped or detained women and women living under siege in certain areas have been the most vulnerable. In areas controlled by the Islamic State of Iraq and Syria (ISIS), Syrian women have faced the most heinous forms of violence, including slavery. Girls have been forced out of school, forced into early marriage, or faced the risk of human trafficking.² victims of violence against women and girls (VAWG), particularly women and girls who have survived imprisonment, continue to face shame and social stigma.³

The ongoing insecurity, a deepening economic crisis, and the lasting effects of the COVID-19 pandemic all converge to further exacerbate women and girls' exposure to violence, especially domestic violence and marital rape. Such violence cause severe physical and mental health consequences, including unwanted pregnancies, permanent disabilities, and increased levels of psychological distress, which can sometimes result in suicide. The effect of this self-reinforcing cycle also limited women's and girl's abilities to seek and have an effective access to services⁴. The availability, range and quality of the services required for women and girls victims of violence such as sheltering, health services (including clinical management of rape), case management, psychosocial support, etc. remain insufficient to respond to the needs and social stigmatisation continues to affect VAWG, including those who survive detention.

11.1 million people are in need of humanitarian assistance in Syria including 4.7 million in acute need out of which 53.47% are women and girls.⁵ DG ECHO's humanitarian implementation plan (HIP) acknowledges the critical gaps when it comes to prevention and protection from sexual gender-based violence (SGBV) and early/forced marriage. Based on a series of consultations with Syrian right-holders, the Common Agenda highlighted the gender aspects related to key protection issues in Syria such as arbitrary arrests and detention, forced disappearances and conscription, civil documentation, Housing, Land and Property (HLP) rights, leaving women and girls exposed to significant and specific risks.

Participants in the wide consultative process that led to the development of the Common Agenda underlined that combating VAWG (see below) and the promotion of women's rights can be neither separated from the armed conflict in Syria, nor from the peace and democracy building processes underlying post-conflict recovery. The participants also highlighted the need to provide support services as well as to connect internationally led advocacy with local initiatives in order to include women's participation in all negotiation, accountability mechanisms and peace-building efforts. The action aims at bridging the gaps between grassroots-level initiatives led by Women's Rights (WRs) defenders to prevent and address VAWG and local

1 Common Agenda – Combating Violence Against Women and Girls as a main barrier to women's participation in decision-making and peacebuilding processes in Syria. See also *An Overview of Gender-Based Violence in Syria - Advocacy Brief / 2022 - Syrian Arab Republic*. (2021, October 12). ReliefWeb. <https://reliefweb.int/report/syrian-arab-republic/overview-gender-based-violence-syria-advocacy-brief-2022>

2 Ibid.

3 Ibid.

4 UNFPA, Voices from Syria 2022.

5 United Nations Humanitarian Needs Overview (September 2020): Female 53.47% / Male 46.53%; Children (0-17) 45% / Adults (18-59) 50.75% / Elderly (60+) 4.25%; PwD: 25% (above 12 years old).



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to international advocacy efforts. It responds to immediate needs of women and girls victims or at risk of violence while addressing structural barriers preventing women's rights from being fulfilled. Hence, the action adds value to the EU's efforts to seek synergies and promoting the humanitarian-development peace nexus.

The action will contribute to the objectives set by the EU gender equality strategy 2020 – 2025 and further elaborated in the EU Gender Action Plan III, especially when it comes to ensuring girls' and women's physical and psychological integrity; promoting the social and economic rights/empowerment of women and girls; and strengthening girls' and women's voice and participation. Although not humanitarian by nature, the action complements humanitarian prevention and response to SGBV and provision of psychosocial services while including a research and evidence-based advocacy component as outlined in the Humanitarian Implementation Plan for Syria (DG ECHO).

Finally, the action is consistent with the priorities expressed by women and girls as identified by the GBV cluster for Whole of Syria, that is strengthening VAWG prevention and increased accountability within Syrian communities through: i) Intensifying GBV awareness-raising and structured prevention activities at the community level targeting women, girls, boys and men; ii) promoting acceptance of GBV specialised services amongst communities through awareness raising activity, including with men and boys; iii) Support women's and girl's existing efforts to advocate and promote gender equal norms in their communities and in society; iv) Strengthen safe pathways to legal action for victims of VAWG in order to hold perpetrators of VAWG accountable and end impunity.

The collapse of the Syrian regime on the 7th of December 2024 eliminated a lot of the security risks that previously prevented EFI and partners from implementing activities in the previously GoS areas. Therefore, EFI and its partners will be implementing additional activities, that will allow a wider dissemination of the Common Agenda.

SCOPE, SPECIFIC OBJECTIVES AND USES OF THE FINAL EVALUATION

2.1. Rationale of the final evaluation

EFI wishes to conduct an external in-depth final evaluation of the program in accordance with the general terms of agreement with the EU. The purpose of the Final Evaluation is to measure the achievement in reaching the target of the program, assess achieved objective and results linked to the overall objective, measure and assess the contribution of the program to the intended impact, and provide relevant findings, lessons learned, and best practices as well as recommendations that would help guide the future programs and interventions.

2.2. Scope of work

It is expected that the evaluator(s) will provide an external and independent final evaluation on achieving the impact of the action. Moreover, the final evaluation will assess the extent to which the overall objective, specific objectives and expected results were achieved, and to document reached targets by the end of the program. The program performance will also be evaluated. It is expected that lessons learned, and best practices are drawn from the design, implementation, and monitoring mechanisms of the program and recommendations provided to guide future actions.

The evaluator(s) will develop a detailed methodology for the final evaluation, which will highlight aspects such as the evaluation design, ethical considerations, sampling strategy and data collection in the targeted areas of the program including tools to be used, as well as a strategy in which both primary and secondary data will be analysed. The final report will comprise of both quantitative and qualitative data, which shall reflect the action's achievement of its targets, objectives and impact.



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The final evaluation shall cover all aspects of the program's implementation and the period from September 2022 till the end of the program in August 2025. The evaluation will be conducted between 1st of April and 20th of June 2025 where the final report to be submitted by the end of this period.

2.3. Final Evaluation Purpose and Objectives

The final evaluation should follow the OECD/DAC criteria. It should assess the relevance, participation, effectiveness, efficiency, coherence, impact, sustainability, appropriation/ownership, alignment, coverage and visibility, design and measurability and gender sensitivity of the program and its implementation. It should assess what has worked and why, highlight intended and unintended results, and provide strategic lessons and insights to guide the future programming. Aspects of the program's performance to be evaluated are:

1. The project partners (EFI, Musawa, Zoom In and Dawlaty) effectiveness in terms of achieving expected results and objectives, as well as the reached impact. This will include an evaluation of the quality of the activities and their deliverables, measured against the pre-defined indicators, and with particular on the program's monitoring and evaluation (M&E) framework.
2. The organizational efficiency and coordination mechanisms in progressing towards the achievement of the program results and objectives.
3. How the partners have addressed obstacles and challenges and whether they appropriately adjusted the program design, including objectives, indicators, and activities and/or logistics and implementation strategies in response to the context dynamics.
4. The level of coordination within the program, including governance, communications, sharing of information and management among the partners, and highlighting best practices and lessons learned.
5. How the program has been building relationships with various stakeholders, the effectiveness and sustainability of national and regional linkage, and recommendations for improvement.
6. The extent to which the program has been working towards achieving sustainability of results and impact, and how they were achieved, in consideration of the dynamic conflict context. This will include an evaluation of the impact and effectiveness of the program's work in relation to the wider social, political and economic context.
7. The strategic positioning of the program within the wider community cohesion field to inform future implementation. This analysis will consider the strategies and activities of other actors within EFI's geographical and thematic areas of work, and identification of opportunities and new points of entry for the future of the current program.
8. The connectedness and sustainability of the results, objectives and the program in advancing equality between women and men in the targeted areas.
9. Lessons learned, good practices and innovations, success stories and challenges experienced during the implementation period of the program.

The final evaluation will focus on tracking the indicators for overall and specific objectives and expected results in the monitoring and evaluation plan from the beginning of the program, till the end, and assess the achievement of targets and its impact.

Overall Objective: Contribute to an inclusive, participatory and representative decision-making in Syria with increased women's participation in the peacebuilding process and combating VAWG



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- Indicator 1. Number of people actively participating in the implementation of the Common Agenda combating VAWG and promoting women's participation in decision making.
- Indicator 2. Percentage of women in decision-making bodies at national level and in local councils.

Outcome 1: Empowered Syrian Human Rights (HRs) and Women's rights (WRs) defenders play a leading role in combating VAWG and enhancing women's participation in peace building processes

- 1.1 – No. of HR and WR defenders, and service providers with enhanced capacities to combat VAWG and enhance women's participation as a result of the action
- 1.2 – Percentage of thematic knowledge gained as a result of the action on the implementation of the Common Agenda
- 1.3 No. of successfully implemented initiatives/projects by beneficiaries of FSTP to raise awareness on VAWG supported by the action

Outcome 2: Improved access to services (prevention, social, health, legal) for survivors/victims/at risk of VAWG.

- 1.1 Percentage of women and girls aware of existing basic health, legal and social services in the targeted areas.
- 2.2. Quality of referral pathways between services.
- 2.3 Number of victims receiving support for legal action who document their cases in order to hold perpetrators of VAWG accountable

Output 1: HR and WR defenders have improved capacities to develop and implement awareness-raising and mobilisation initiatives to prevent and address VAWG at grassroots level. (Related to Outcome 1)

- 1.1.1 No. of HR and WR defenders trained on combating VAWG using UNSCR 1325 and the Common Agenda as a result of the action.
- 1.1.2 No. of people reached with awareness raising initiatives implemented by HR and WR defenders and CSOs

Output 2: WR defenders have improved advocacy influence at local, national and international levels for the implementation of measures to combat VAWG and promote women's participation in peace building (Related to Outcome 2)

- 1.2.1. No. of community led dialogues organized
- 1.2.2 Number of community leaders supporting the implementation of the Common Agenda
- 1.2.3 No. of international stakeholders reached through advocacy meetings led by WR defenders

Output 3: Services (prevention, social, health, legal) are available for survivors/victims/at risk of VAWG in the targeted areas. (Related to Outcome 2)

- 3.1.1 Number of organisations providing prevention, health, social and legal services for survivors/victims/at risk of VAWG



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3.1.2 Number of care professionals receiving training

3.1.3 Number of communities with established referral pathways between services.

3.1.4 No. of women and girls' survivors/victims/at risk of VAWG accessing services (prevention, social, health, legal, sheltering, referrals, etc) in the 12 targeted locations.

2.4. Available information sources

The following set of information sources about the program will be made available to the Final Evaluation team:

Program Documents	<ul style="list-style-type: none"> - The full program proposal application, including all updated documents along with the logical framework, the action plan, budget, M&E framework, as well as any other related documents. - Agreements with the partners along with their annexes.
Intervention Assessment Information and Research	<ul style="list-style-type: none"> - The Common Agenda for combating VAWG as a Main Barrier to Women's Participation in Syria - The Gender Advocacy Group (GAG) advocacy strategy - Mapping of services and gaps - Study on knowledge, attitudes and practices related to VAWG
Intervention monitoring information	<ul style="list-style-type: none"> - Annual narrative and financial progress report by EFI and partners - Activity reports - Decision making procedures for the selection of partners - The quarterly M&E reports - Minutes of key meetings between partners and decision-makers -FSTP proposals and reports
Institutional Information	<ul style="list-style-type: none"> - Annual Action Plans of EFI and Partners - Any available databases relevant to the final evaluation

The program's planning, monitoring and internal evaluation tools are based on Results Based Monitoring (RBM) and shall be provided.

2.5. Management and Monitoring

While the final evaluation will be carried out externally to ensure objectivity and impartiality, it relies on the collaboration of staff from the organisation and partner organisations, which are familiar with the object under assessment and its context. This approach aims to ensure that the final evaluation process is appropriate for the actual situation to be assessed, while respecting the principles of impartiality and independence.

EFI's management team, along with the program staff in Lebanon and with M&E support from the regional office in Amman will be responsible to follow the final evaluation. They will work under the supervision of EFI Management Team. They will be responsible for:



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- Supervise the final evaluation process to ensure it is carried out according to plan.
- Facilitate fieldwork activities and coordinating with partners and stakeholders.
- Facilitate access to all relevant information and key informants.
- Supervise the quality of the final evaluation process.

2. METHODOLOGY AND WORK PLAN

2.1 Methodology

The final evaluation design should:

- Ensure the application of quantitative and qualitative data collection methods, and that data collected is disaggregated by geographic area of coverage, community of origin, age and gender.
- Provide a methodological emphasis able to validate the four levels of analysis: I) findings, II) analysis based on the data, facts and information III) conclusions and IV) recommendations.
- Offer a standard interpretation, taking into account the dimensions of the program (design, structure, resources, processes and outcomes), and which interprets the causes and contributing factors.

The final evaluation will in general seek to answer the following key questions:

CRITERIA	INFORMATION NEEDS	KEY QUESTIONS
Relevance	An evaluation of the results and the objectives of the program in relation to the changing political and security context in which it is conducted.	<ul style="list-style-type: none"> - Does the intervention address the short and long-term priorities and needs of the rights holders targeted by the program? - To what extent does the program respond to the needs and interests of local organisations? - Is the program design relevant to the addressed problems?
Participation	Determination of the agents that have been involved in the various stages of the intervention, assessing their involvement in the decision-making process.	<ul style="list-style-type: none"> - Has the program led to the establishment of formal, specific and systematic mechanisms for the participation of rights holders in the decision-making process related to the design, management and monitoring of the intervention? - Are there channels for measuring the degree of satisfaction of rights holders with respect to the support provided as part of the intervention? - How can the program enhance the participation of targeted groups?
Alignment	An evaluation of the degree of compliance with the country development strategies and international instruments and recommendations on	<ul style="list-style-type: none"> - Is the program in line with national, international and regional instruments for the promotion of women's rights, women's economic participation, and the response to the Syrian crisis? - To what extent does the program respond to the "EU Syria strategy"?



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	promoting Women's Rights and Gender Equality.	<ul style="list-style-type: none"> - To what extent was synergy sought with other actors on crisis response for Syria? - How well does the program integrate a gender responsive approach? Does it address the root causes of gender inequalities and discrimination, and promote women's empowerment in all its activities?
Effectiveness	A measurement and evaluation of the extent to which the objectives originally established are being met - to assess the intervention in terms of its orientation towards results.	<ul style="list-style-type: none"> - Are the overall objective, specific objectives, results and indicators clearly adhered to as stated in the program's documents? - Have the targets linked to the indicators of the expected results been achieved? - Are the actions taken and the level of progress in implementing the results helping to achieve the specific objectives of the program? - What are the factors that lead to the achievement or non-achievement of results? - To what extent have the modifications made to the program improved the intervention strategy as a whole and the impact of the intervention?
Efficiency	Analysis and assessment of the results achieved so far in comparison with the resources employed.	<ul style="list-style-type: none"> - To what extent are the organisations participating in the program mutually strengthen and complement each other? - Measure the results (qualitative and quantitative) in relation to the inputs/resources devoted to the program. - Are the capacities of EFI and partners sufficient to achieve the expected results and objectives? Are sufficient human and material resources available to strengthen these capacities, particularly in regard to the integration of the gender perspective and rights-based approach? - Assess contribution of the organizational efficiency and coordination mechanisms in progressing towards the achievement of the program results and objectives.
Connectedness and Sustainability	An evaluation of the extent to which outcomes are likely to be sustained beyond the timeframe of the program.	<ul style="list-style-type: none"> - What is the level of ownership and congruency of the program/their values and objectives to partner's mandates and strategic direction? - What is the potential for replication of program's strategies by partners and stakeholders? - What measures have been taken to ensure the continuity of the program's activities/repel effects by partners? (Strengthening of thematic knowledge and expertise plus organizational capacities).



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		<ul style="list-style-type: none"> - Are the hypotheses upon which the program was designed still relevant or have there been changes that alter the viability of the program?
Impact	An evaluation of the longer term (intended and unintended) results of the program on beneficiaries.	<ul style="list-style-type: none"> - Have the targets linked to the indicators of the overall objective and specific objective been achieved? - To what extent has the program contributed to an inclusive and participatory implementation of the Common Agenda? - To what extent has the program contributed to the participation of women in decision making and peacebuilding processes? - To what extent has the program contributed to combating VAWG and enhanced women's access to services
Appropriation/ Ownership	An assessment of the extent to which partner organisations and rights holders exercise effective leadership regarding the intervention and its strategies.	<ul style="list-style-type: none"> - What is the level of ownership and congruency of the program/their values and objectives to partner's mandates and strategic direction? - Is there a correlation between the objectives to be achieved through the program and the vision, mission and culture of the organisations participating in it, particularly with regard to the issues prioritized by the intervention? - Do the various institutions share and assume institutionally the reflections and consensual agreements across the different workspaces?
Coverage and Visibility	The assessment of the coverage and the visibility of the action.	<ul style="list-style-type: none"> - Have mechanisms been designed to improve right holders' access to information and knowledge about the issues of the program? - Are the communication, awareness-raising and outreach activities and tools being carried out successfully to reach the public and the social base? - How does the program ensure the visibility of the activities among right holders and relevant stakeholders? - How does the program ensure the visibility of the EU support?
Design and Measurability	An assessment of the program design in regard to the intervention logic and the monitoring systems established within the framework of the intervention.	<ul style="list-style-type: none"> - Are the proposed activities aligned to achieve the results and objectives of the program? - What are the strengths and weaknesses in the cause-and-effect logic between the proposed objectives, results, and activities? - Do the established indicators allow quantitative and qualitative measurements to be made with the required



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		<p>accuracy? Are they useful in measuring the achievement of objectives and results?</p> <ul style="list-style-type: none"> - Are the methods of gathering and analysing data suitable for measuring the indicators? - Is the monitoring system suitable for measuring the progress and changes that have been made? - Are the mechanisms in place to measure the acquisition of knowledge of the target groups adequate? - Does the modification on the program design ensure the ability to measure progress and to reach targets?
Gender Sensitivity	An assessment of whether the needs of women and girls have been properly identified and addressed throughout the implementation of the interventions.	<ul style="list-style-type: none"> - Have the specific needs of Syrian women, and the relevant institutions been identified during the design stage of the program? - Have those needs been addressed throughout the implementation period? If not, why? - Are men outreached to be gender sensitized? How? How effective is the outreach in contributing to achieving the goals of the action?

2.2 Work plan: phases, deadlines and deliverables

The final evaluation will comprise the following phases:

1. **Design and Desk Review:** During this phase, the evaluator(s) will:

- a. Examine all the documentation and obtain a detailed understanding of the program, as well as hold preparatory meetings with those in charge of running the program including the EFI, Musawa, Zoom In and Dawlaty managers and staff.
- b. Establish specific objectives of the final evaluation within the context in which the program operates, including the sources and conditions of access to information, the groups targeted, data collection methods and sampling strategy.
- c. Operationalize the key questions through indicators and propose appropriate techniques for the collection of information.
- d. Provide updated information on the context in Syria in relation to the security situation pre-December 2024 and post December 2024, and the challenges it poses in achieving the program's objectives.
- e. Refine the methodological instruments and data collection tools, and their feasibility in terms of collecting and processing data.

At the end of this phase, the following **deliverables** should be completed:

- a) An inception report highlighting,
 - a. Objectives and scope of the final evaluation
 - b. Contextual updates and background on victims improvement in access to services in Syria (prevention, social, health, legal).



- c. An evaluation matrix comprising:
 - I) Final evaluation criteria and relevant questions
 - II) Indicators that operationalize these questions,
 - III) Proposed techniques and information gathering tools for each case.
- d. A detailed methodology for the final evaluation which will include data collection methods and tools, sampling and recruitment strategy, data analysis, and ethical procedures followed, as well as a refined work plan for the final evaluation. The methodology should explain how many field visits and online meetings will be organised in order to cover all targeted areas of the program in the external evaluation.

All logistical issues will be carried out in close collaboration with EFI’s Management Team. Only after validation of the Inception report, will the evaluator(s) proceed with the second phase of the final evaluation.

Fieldwork: Field work will be carried out in the different areas where the action’s activities were implemented in Syria.

2. **Analysis and report write-up:** The report should be drafted in accordance with the recommendations set forth in section 6 of this document. A final draft will be drawn up to be reviewed and discussed by all parties until a definitive report is produced. Once the final report has been produced, it will be submitted to EFI and to the donor. Results of the final evaluation should be presented in a way that differentiates facts from interpretations.

Conclusions (factual findings regarding the criteria and factors evaluated), and recommendations (suggestions to improve the cause-effect relationship and design logic of the intervention, information systems that should be implemented, etc.) will be presented.

At the end of this phase, the following *deliverables* should be completed:

- Presentation of preliminary findings (online) to validate initial findings.
- A Draft Final Evaluation Report.
- A Final External Evaluation Report based on the structure highlighted in the TOR and including an executive summary and all relevant annexes.
- All raw data from the data collection will be provided to EFI as a part of the final deliverables of the evaluation.
- A PowerPoint presentation summarising the main findings of the report.

Work plan:

Table: Final evaluation timeframe by week

PHASE	ACTIVITIES	OUTCOMES	Weeks													
			1	2	3	4	5	6	7	8	9	10	11	12		
II. Design and desk review	Document review and context updates	An initial working frame detailing the objectives, scope and description of														



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	presentation summarising the main findings of the report																						
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3. STRUCTURE AND SUBMISSION OF FINAL REPORT

The final evaluation report should not exceed 50 to 60 pages (not including appendices) and will include an executive summary of a maximum of 5-8 pages. After the submission of the report in electronic format, 2 printed copies of the final report will be presented together with 2 USBs containing copies of the reports in electronic format.

The final report will include the following sections (indicative content):

1. Executive summary: 5-8 pages, including the main results and outcomes of the final evaluation.
 2. Introduction, outlining the purpose of the final evaluation, the questions and the principal results:
 - a. Background and objective of the final evaluation.
 - b. Methodology used in the final evaluation.
 - c. Conditioning factors and limitations of the final evaluation.
 - d. Presentation of the final evaluation team.
 3. Description of the intervention, its objectives and structure; background, organisation and management; stakeholders and updated context in which the program is conducted.
 4. Analysis of information gathered, final evaluation questions and established criteria, analysis of the different levels (design, process, outcomes).
 5. Results of the final evaluation, the evidence, questions and the interpretations put forth on this evidence.
 6. Findings, in relation to the established criteria, namely in log-frame indicators.
 7. Lessons learned and best practices, presented in the general conclusions, and which can be extrapolated and serve as feedback for the action.
 8. Conclusions and recommendations through specific indications in regard to impact, objectives and results and future implementation to be built on the lessons learned.
 9. Appendices: ToR, proposed methodology, the data collection tools applied, the database used with all information organised and updated, the work plan and mission statement (detailed breakdown of all work undertaken), list of people/organizations interviewed if any...etc.
- All documentation produced will be written in English. The draft report will be discussed by the EFI management team until a final report is produced.

4. TEAM COMPOSITION AND REQUIREMENTS

EuroMed Feminist Initiative requires that the External Final Evaluation is conducted by a team of two people (one main evaluator and one assistant).

Competencies expected from the main evaluator are:

- Master's or doctoral degree, preferably in Social Sciences, economics, gender studies, international development.



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- At least 5 years' experience in conducting assessments and evaluations in gender and human-rights based interventions, with experience in evaluating programs focusing on violence against women and girls and gender-based violence.
- Experience in monitoring and evaluation and in results-based management.
- Experience in conducting external evaluations especially for conflict sensitive projects and programs.
- Ability to produce well-written reports that demonstrate excellent analytical and communication skills from the perspective of women's rights as universal human rights.
- A strong team leadership and management track record.
- Ability to work with the organization and with other stakeholders to ensure the delivery of a high-quality product in a timely manner.
- A full understanding of security related issues and approaches with regards to collecting sensitive information from beneficiaries and stakeholders.
- Regional/Country experience and knowledge.
- Good understanding of the Syrian context and Syrian conflict.
- Ability to travel to Syria.
- Excellent command of English and Arabic is mandatory.

The selection of the assistant will be made in agreement between EFI management and the main evaluator.

5. EVALUATION, AUTHORSHIP AND PUBLICATION PREMISES

- **Anonymity and confidentiality** - The final evaluation should respect the right of individuals to provide information with an assurance of anonymity and confidentiality.
- **Responsibility** - Any dispute or difference of opinion that may arise between the evaluator(s) and those in charge of the program will be discussed and resolved within EFI's management team.
- **Integrity** - The evaluator(s) will be responsible for highlighting issues not specifically mentioned in the ToR, should this be necessary in order to obtain a more complete analysis for the program.
- **Independence** – The evaluator(s) should ensure the independence and objectivity of the information, statements and conclusions made regarding the program.
- **Incidents** – If any problems arising during the execution of field work or at any other stage of the final evaluation, these should be reported immediately to EFI management team. Otherwise, the existence of such problems should under no circumstances be used to justify the failure to achieve the results required by EFI in this document.
- **Validation of information** - The evaluator(s) will be responsible for ensuring the accuracy of the information gathered for the preparation of reports, and responsible for the information presented in the final evaluation report.
- **Submission of Report** - In the case of late delivery of the report or in the event that the quality of the report submitted is inferior to that agreed, the penalties set forth in the contract will be applied.

EuroMed Feminist Initiative reserves the right to direct the final evaluation and/or decide on its various aspects.



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6. DEADLINES FOR THE EXECUTION OF THE FINAL EVALUATION

The final evaluation will be carried out starting 1/04/2024 (during 12 weeks within this period).

The deadlines for the completion of the final evaluation will be agreed by the evaluation team and EFI's management team in accordance with the technical proposal submitted by the evaluation team.

The preliminary findings for the program should be submitted for EFI's approval by 16th of May 2025.

The wording of the final evaluation report and approval along with the presentation should be completed by 20th of June 2025.

7. BUDGET

The total estimate for the required external final evaluation is:

Total € 25,000 (including VAT and all relevant taxes).

This amount shall cover fees for the team (one main evaluator and 1 assistant), the use of online platforms, travel and its all-related expenses, communication, local transportation and accommodation, and any other expenses incurred during the final evaluation process.

8. SUBMISSION OF TECHNICAL PROPOSALS AND FINAL EVALUATION CRITERIA

Submission of tenders should be made by email to the address listed below, indicating on the cover page the title of the corresponding program.

The content of the tender should include the following sections as a minimum:

A) Preliminary evaluation matrix, representing the working hypothesis based on the summary of the program and the final evaluation questions mentioned in this document.

The matrix must include the following elements as a minimum:

- I) Evaluation criteria and relevant questions.
- II) Indicators that operationalize these questions.
- III) Proposed information collection techniques for each case.

B) Detailed schedule proposal with a breakdown of the work to be executed in all phases, including the proposed communication plan for conclusions and recommendations.

C) Budget as detailed below:

Design and Desk Review Phase:

- Document review.
- Adjustment and validation of final evaluation design, production of final evaluation matrix and proposed methodology.
- Design and development of data collection tools and ethical protocol.
- Gathering and synthesizing context updates for issues related to the program.

Field Work Phase:

- Execution of field work.
- Data interpretation.



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- Results preview and feedback.

Analysis and Report Write-Up Phase:

- Preliminary report and revision of conclusions, lessons learned, best practices and recommendations.

D) Curriculum vitae of the main evaluator and the assistant evaluator.

E) A sample of a previously drafted evaluation by the main evaluator

F) References of clients that the main evaluator has previously worked with on a similar task

All proposals must be submitted in English.

Criteria for Final Evaluation tenders:

Tenders received will be assessed according to the following criteria and standards:

CRITERION 1: Technical quality of the proposal (maximum 5 points out of 10 for the proposal as a whole. Minimum of 3 points).

CRITERION 2: Professional profile, CV of the evaluator (maximum 3 points out of 10 for the proposal as a whole).

CRITERION 3: Budget (maximum 2 point out of 10 for the proposal as a whole).

Place and deadline for submission of tenders:

Tenders should be submitted in English by email to the following emails : application@efi-ife.org and to fadia.habib@efi-ife.org indicating the reference: "Final Evaluation: Implementing the Common Agenda to combat VAWG and promote inclusive peace building processes in Syria " in the email subject.

The deadline for submission of tenders is **17th of March 2025**. The deadline to inquire by email is the 28th of February 2025. All inquiries must be addressed to the email address: fadia.habib@efi-ife.org