



EuroMed Feminist Initiative
المبادرة النسوية الأورومتوسطية
Initiative Féministe EuroMed

***TERMS OF REFERENCE – FOR EXTERNAL EVALUATION OF
The program “Towards sustainable peace and democracy in Syria through
strengthening civil society and women’s rights”***

EUROMED FEMINIST INITIATIVE



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1. Background Information and Rationale

1.1 Introduction

EuroMed Feminist Initiative (EFI) is a policy network of women's rights organizations from the two shores of the Mediterranean Sea that provides expertise in the field of gender equality and advocates for women's universal human rights as inseparable from democracy building and citizenship, for political solutions to all conflicts, and for the right of peoples to self-determination. The head office is in Paris. EFI holds a regional office in Amman, and three national offices in Amman, Beirut, and Erbil.

EuroMed Feminist Initiative works with women's rights activists and groups from Syria since 2008. In 2013 it started the implementation of a four-year program: **"Towards a Democratic Transition in Syria by building an inclusive constitution process"** (July 2013 - July 2017) with the support of the Swedish International Development Cooperation Agency (Sida). In December 2017, the second phase of the program, entitled **"Towards sustainable peace and democracy in Syria through strengthening civil society and women's rights"**, was launched. This phase aims to support transition towards peace and democracy in Syria through promoting women's rights, combatting VAW and gender discrimination and strengthening women's role and meaningful participation at all levels of political, social and economic reconstruction processes.

1.2 Rationale of the evaluation

EuroMed Feminist Initiative wishes to conduct an external in-depth evaluation of the implementation of the program in accordance with the general terms of agreement with Sweden.

The purpose of the evaluation is to assess the results achieved linked to the overall and specific objectives as expressed in the program and to provide relevant findings, lessons learned, and best practices as well as recommendations that would help guide future intervention planning by EuroMed Feminist Initiative and its partners.

1.3 Overview of the Programs

The overall objective of the SIDA funded program **"Towards a Democratic Transition in Syria by building an inclusive constitution process"** is to contribute to enhancing transition towards peace and democracy in Syria through promoting women's rights, combatting VAW and gender discrimination and ensuring women's role and meaningful participation at all levels of political, social and economic reconstruction processes.

The specific objectives of the program are:

- 1- A widened network/number of HR & WR partner CSOs are more influential in shaping public opinion on gender equality, ending discrimination and violence against women as integral part of rebuilding Syria;
- 2- Developing and advocating gender sensitive (WR) legislation is jointly undertaken by CSOs and legal experts;



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3- Women's participation at all levels of peace and reconstruction processes is enhanced using UNSCR 1325 in connection with gender sensitive constitution building process..

There are six expected results:

R 1. More HR& WR activists and CSOs have increased knowledge on gender equality, women's rights and combating VAW as integral part of democracy, peace and constitution building;

R2. A widened number of activists and CSOs have advanced skills to advocate for WR and monitor their implementation.

R3. CSOs are better organised and have reached out to Syrian communities and stakeholders (inside and outside Syria) to raise knowledge and public awareness on women's rights and gender equality;

R4. Gender and legal expertise of the pool of lawyers and HR WR activists in analysing and drafting laws is further enhanced;

R5. A set of tools is further developed and used to enable and support amending discriminatory legislations.

R6. A national process to implement UNSCR 1325 is initiated.

1.4 Intervention History

EuroMed Feminist Initiative has been collaborating with Syrian women's rights activists since 2008, developing a common discourse on key issues such as secularism and women's rights, citizenship and women's political participation. In 2011 the number of partners was widened and EuroMed Feminist Initiative started supporting a gender sensitive constitution building process for Syria.

This collaboration took a more substantial and institutional turn in 2013, with the 4 years program "Towards a democratic transition in Syria by building an inclusive constitution process" funded by Sweden and "Supporting transition towards democracy in Syria through preparing for an engendered constitution building process" jointly funded by the EEAS and Sweden. Through the first phase of the program, over 100 decisions makers and 50 Syrian civil society organizations, and around 650 Syrian WR & HR civil activists, political activists, academics, lawyers, and legal experts inside and outside Syria have been reached. Around 6000 activists have been reached indirectly through social media platforms such as Facebook and Twitter. This was achieved through a combined strategy of providing direct project support to partners, designing opportunities to strengthen their organizational skills and development, co-organizing in partnership thematic advocacy and lobby actions and developing advocacy and awareness raising tools. One of the direct outputs of the program first phase is the one-of-a-kind guide to engendering constitutions (ABC for a Gender Sensitive Constitution), a tool used not only in Syria but viable for use by women's rights activists and professionals planning to take a path towards social justice, sustainable peace and democracy across the world.

The phase II - "Towards sustainable peace and democracy in Syria through strengthening civil society and women's rights" - started on 1st of November 2017 until 30th of December 2020. During this second phase, EuroMed Feminist Initiative sustains organisational support to Syrian partners and promotes the building of a gender sensitive, sustainable peace and democracy for Syria. EFI supports the preparation of Syrian activists and rights defenders for engendering of different processes that



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will or are taking place: electoral system, transitional justice, peace negotiations, and continues with constitution making processes, including engendering of legal reform.

Since 2017, EuroMed Feminist Initiative increased the network of Syrian partners, providing them with international solidarity and fora to voice their analyses and demands. Partner women's rights activists and lawyers represent to a large extent political diversity within the opposition. However, they all agree on core principles which have structured the lobbying activities at regional and international level. One of the conclusions from the work in the past years is that only an inclusive political solution would enable sustainable peace for their country. Military solution further limits the scope of women's movement for action while excluding them from any decision making on the future of their country. During the horrible escalation of violence in Syria and in spite of it, EuroMed Feminist Initiative and partners continue to underline the necessity to work on a political solution of the conflict leading to a transitional phase with international guarantees and the need to pressure for adequate representation of women and women's rights in all political negotiations and peace-building efforts. EuroMed Feminist Initiative continued to fully support partners, HR,WR activists and lawyers, in their work resisting the war and raising awareness in communities on women's rights, participation, legal discrimination and VAWG as central issues to be tackled at all stages of a peace and transition process.

1.5 The context in which the program is situated: the region, country, and the geographical coverage of the program

Countries in which the activities of both programs take place include Syria, Lebanon, Turkey, Jordan and Europe (Belgium, France, Germany, Switzerland, Portugal and Sweden).

The context in Syria has been increasingly complex. A popular revolution with peaceful demonstrations started in 2011 demanding change of the regime, political reforms and freedom. Demonstrations have been facing repression; violence has escalated and the country descended into a civil war between the regime's army, the Free Syrian Army and the Islamic extremists linked to Al Qaeda for control of cities, towns and the countryside. The conflict acquired more sectarian overtones, drawn in regional and world powers, while the rise of the jihadist group Islamic State (IS) added another dimension. Almost a decade after the start of the conflict, humanitarian needs in Syria remain immense: 11.7 million is the estimated number of people requiring humanitarian and protection assistance in 2019. The number of registered Syrian refugees as of 1 July 2019 is 5,625,871, and 5.9 million is the number of protracted internally displaced people inside Syria. This number includes the persons that have been forcibly displaced after the launching of the invasion of northeast Syria by Turkish President Recep Tayyip Erdoğan in early October 2019 the total number of people displaced by fighting across the last rebel-held enclave in the last eight months, to over 700,000.

The UN special envoy to Syria has met with a number of women's rights activists, many of them are EFI's partners. They have been demanding a better women representation at the negotiation table, in order to put women's rights on the agenda for democratic peaceful transition and to have gender equality as a core value for the future of their country. Beginning of 2016 the UN Special Envoy for



Syria established the “Constitutional Experts Advisory Room” and the “Syrian Women’s Advisory Board”. In November 2019, the Constitutional Committee was established and applied a 30% quota to ensure women’s participation in the drafting of the future Constitution for Syria. The engagement of the UN Special Envoy for Syria can be linked to the lobbying efforts of EFI and Syrian partners who are members of the Civil Society Room, Women’s Advisory Board and Constitutional Experts Advisory Room.

EFI as well supported the partners that have been involved in other transitional processes such as the International, Independent and Impartial Mechanism (IIIM) and the European Center for Constitutional and Human Rights (ECCHR), and initiated a discussion on gender sensitive approach to transitional justice.

As little is known on elections among Syrian activities, EFI as well initiated a discussion on engendering electoral system, providing an interactive platform for exchange of knowledge, lessons learned and experiences of existing electoral systems all around the world, and helped Syrian partners and stakeholders to develop a discourse on the most suitable type of electoral system that would favour women’s participation in Syria. Elections and electoral systems have been viewed as a priority to work on to prepare for the upcoming years.

In this harsh and violent context, the civil society movement continues to spread awareness and advocate for human rights, women’s rights and gender equality and to push for a peaceful political solution. The work of the civil society in spreading notions of democracy, peace and gender equality among the Syrian communities is crucial for the sustainability of Syria.

1.6 Available information sources

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

Information on the design of the intervention	<ul style="list-style-type: none">- The application, logical framework and budget, and any modifications- Communication between the NGOs, partners, decision makers and EFI in relation to the programs.- Agreements with partner organizations
Intervention monitoring information	<ul style="list-style-type: none">- Annual narrative and financial progress reports- Activity reports- Reports and monitoring correspondence by and with the partner- Decision making procedures for the selection of partners



Institutional information	<ul style="list-style-type: none">- Annual Action Plans- Guidelines and internal rules etc.- Strategies and Policy papers
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The programs planning, monitoring and internal evaluation tools are based on Results Based Monitoring (RBM) and shall be provided. In addition to publications produced by the program, as well as the external evaluation of Phase 1 of the program.

2. SCOPE, SPECIFIC OBJECTIVES AND USES OF THE EVALUATION

2.1. Scope and Uses of Evaluation

EuroMed Feminist Initiative is welcoming applications from qualified consultants to perform an external evaluation of the program mentioned earlier. The evaluation will assess how the objectives were achieved and the quality of the work, as well as the visibility of the action and the partners' actions.

It is expected that the evaluator will provide an independent assessment of the outcome level of the action, and the extent to which the goals are achieved. When possible, the evaluator is expected to follow up on the impact of the action on the target groups and beneficiaries. It is expected also that best practices are drawn from the design, implementation and monitoring mechanisms of the program and recommendations provided in regards to sustainability of the action, and on designing future action, that will build on the lessons learned. These recommendations will be used by the management team and stakeholders to improve the next steps in terms of the promotion of quality and impact, effectiveness and efficiency and follow-up action.

The evaluation will also be beneficial for the partner organisations involved in terms of the intervention experience gained and lessons learned, both organisationally and thematically, for subsequent actions. EuroMed Feminist Initiative management will therefore disseminate the results of the evaluation to the partner organisations and all organisations participating in the programs.

2.2. Evidence-Based Evaluation Objectives

The evaluation should assess the relevance, effectiveness, efficiency, impact and sustainability of the program and its implementation. It should assess what works and why, highlight intended and unintended results, and provide strategic lessons and insights to guide decision-makers and inform stakeholders. Aspects of program performance to be evaluated are:

1. An examination of the relevance, clarity and consistency of the program design regarding the needs and priorities of the beneficiaries and donor policies.
2. An evaluation of EFI's effectiveness in terms of the achievement of expected results and objectives, as well as the overall impact of the program overarching problems it has set out to address. This will include an assessment of the quality of the activities and their deliverables, measured against the pre-defined indicators.



3. An examination of how EFI addressed obstacles and challenges and whether it appropriately adjusted the program design including objectives, indicators, and activities and/or logistics and implementation strategies in response to the conflict dynamics.
4. An assessment of how well the program built relationships with stakeholders (those that play an active role in program activities). This will include an evaluation of capacity building activities with the different groups of women's rights and human rights activists, and whether the targeted trainings achieved intended results.
5. An assessment of whether and how the program achieved sustainability of results and impacts, in consideration of the dynamic conflict context. This will include an evaluation of the impact and effectiveness of EFI's work in relation to the wider social, political and economic context.
6. An assessment of the strategic position of the EFI program within the wider community cohesion field to inform future programming. 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 future programming of EuroMed Feminist Initiative.
7. The potential for continuation or upscaling of the program.

2.3. Key partners involved, including the implementing partners and other key stakeholders

- Partner Organisations
- Rights holders: Syrian WR & HR activists, lawyers and legal experts, Syrian refugees, youth and political activists.
- Donor agency.
- Other donors, NGOs and CSOs that EFI collaborated with during implementation.
- Other entities with which EFI has collaborated during the execution of the program activities: Embassies, universities, governmental and non-governmental institutions (study and exchange trips in Europe).

2.4. Management and Monitoring

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



The Management and Monitoring Committee (M&M) will be comprised of EFI personnel from Amman and Beirut office and Paris headquarters. They will be responsible for:

- Supervising the evaluation process to ensure it is carried out according to plan.
- Facilitating field work activities and coordinating with partners.
- Disseminating the results of the evaluation, not least to the stakeholders.
- Facilitate the access to all relevant information and key informants.

Supervise the quality of the evaluation process.

3. QUESTIONS AND LEVELS OF ANALYSIS FOR THE EVALUATION

In accordance with the way in which stakeholders participate and the adaptation to specific information needs, the following key questions have been selected:

CRITERIA	INFORMATION NEEDS	KEY QUESTIONS
Relevance & Sustainability	Making an evaluation of the suitability of the results and the objectives of the program in relation to the 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? - What is the level of ownership and congruency of the program, its values and objectives to partner's mandates and strategic direction? - What is the potential for replication of program strategies by partners and stakeholders? - What measures have been taken to ensure the continuity of program activities/repel effects by partners? (Strengthening of thematic knowledge and expertise plus organizational capacities). - Are the hypotheses upon which the program was designed still relevant or have there been changes that alter the viability of the program?
Alignment	Assessment of the degree of compliance with the country development strategies and international instruments and recommendations on promoting Women's	<ul style="list-style-type: none"> - Is the program in line with international and regional instruments for the promotion of women's rights? - To what extend the program responds to SIDA strategy on Syria?



	Rights and Gender Equality	
Effectiveness	<p>Measure and evaluate the extent to which the objectives originally established are being met - to assess the intervention in terms of its orientation towards results.</p>	<ul style="list-style-type: none"> - Were the overall objective, specific objectives, results and indicators clearly adhered to as stated in the program' document? Are the actions taken and the level of progress in implementing the results helping to achieve the specific objectives of the program? What were the factors the facilitated the achievement and non-achievement of results? - To which extent have the project contributed to intended outcomes? If so, why? If not, why not? - Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning? - To what extent have the modifications that have been made to the program improve the intervention strategy as a whole and the impact of the interventions?
Efficiency	<p>Analysis and assessment of the results achieved in comparison with the resources employed.</p>	<ul style="list-style-type: none"> - Is the transformation of resources into results being carried out efficiently? Are there any alternatives for achieving results that are more cost effective? - Measure the results (qualitative and quantitative) in relation to the inputs/resources devoted to the programme. - Are the capacities of EFI partners sufficient to achieve the expected results and objectives? Are sufficient human and material resources available to strengthen these capacities, particularly in regards to the integration of the gender perspective and rights-based approach? - To what extent are the organisations participating in the program mutually strengthening and complementing each other? - Can the costs for the project be justified by its results?



<p>Appropriation/ Ownership</p>	<p>Assessment of the extent to which partner organisations and rights holders exercise effective leadership with regard to the intervention and its strategies</p>	<ul style="list-style-type: none"> - 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?
<p>Participation</p>	<p>Determination of the agents that have been involved in the various stages of the intervention, assessing their involvement in the decision-making process.</p>	<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?
<p>Coverage and Visibility</p>	<p>The assessment of the coverage and the visibility of the action</p>	<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 social mobilisation activities and tools being carried out successfully to reach the public and the social base?
<p>Design and Measurability</p>	<p>Assessment of the program' design in regard to the intervention logic and the monitoring systems established within the framework of the intervention</p>	<ul style="list-style-type: none"> - Were the proposed activities aligned to achieve the objectives of the program? - What are the strengths and are there weaknesses in the cause and effect logic between the proposed objectives, outcomes, outputs, and activities? - Do the established indicators allow quantitative and qualitative measurements to be made with the required accuracy? Are they useful in measuring the achievement of results? - 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?



		<ul style="list-style-type: none"> - Are the mechanisms in place to measure the acquisition of knowledge of the target groups adequate?
<p>Gender Sensitivity</p>	<p>An assessment of whether the needs of women have been properly identified and addressed throughout the implementation of the intervention</p>	<ul style="list-style-type: none"> - How has gender equality been integrated into the design, planning and implementation of the intervention? - - Have those needs been addressed throughout the implementation of the program? - Was gender balance sought or achieved during the implementation of activities - To what extent has the intervention contributed to the improvement of gender equality? Has the project had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?

4. METHODOLOGY AND WORK PLAN

4.1 Methodology

The evaluation design should:

- Ensure the application of quantitative and qualitative techniques.
- Provide a methodological emphasis able to validate the four levels of evaluative 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 intervention (design, structure, resources, processes and outcomes), and which interprets the causes and contributing factors.

4.2 Work plan: phases, deadlines and outcomes.

The evaluation will comprise the following phases:

1. Design and desk review:

- Checking the evaluation team's understanding of the ToRs
- Checking the proposed general approach to the work and get a better understanding of the intervention to be analysed



- Going through the evaluation questions proposed with the team
- Establishing the specific objective of the evaluation and the assessment of the context in which it operates, including the sources and conditions of access to information, and identify key informants.
- Operationalizing the key questions through indicators and propose appropriate techniques for the collection of information.
- Examine all the documentation and obtain a detailed understanding of the action, as well as holding preparatory meetings with those in charge of running the program.
- Refining 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 elements should be established:

- a) Objectives and scope of the evaluation.
- b) An assessment matrix comprising.
 - I) evaluation criteria and relevant questions.
 - II) indicators that operationalize these questions.
 - III) proposed techniques and information gathering tools for each case.
- c) Identification of key informants
- d) Methodology planned for data analysis

This final design will then be approved by the M&M Committee as the final step in the desk study phase.

During this period, the agenda for field work will also be agreed. The itinerary for field work, the key informers and the work schedule will be agreed in collaboration with the M&M Committee.

2. Fieldwork: Field work will be carried out in the different areas where intervention activities are conducted and also in local partner management, planning and administration units, as these centralised units are a key element of field work.

At this stage, in addition to the work carried out in the various intervention countries, it is essential to rely on the participation of key personnel at EFI offices.

3. Preparation of the report: The report should be drafted in accordance with the recommendations set forth in section 7 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 donors.



The results of the evaluation should be presented in a way that differentiates facts from interpretations. Conclusions (factual findings regarding the criteria and factors evaluated), lessons learned (cause-effect relationships between activities undertaken and the results obtained) 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.

Work plan:

TABLE: Evaluation timeframe by week

PHASE	ACTIVITIES	OUTCOMES	1	2	3	4	5	6
II. Design and desk review	Team review of the ToR and the proposed work plan	An initial working frame detailing the objectives, scope and description of the methodology, data collection tools, methods of analysis, key agencies and informants (Including interview scripts), review questions and work plan with the schedule of activities and outcomes						
	Document review							
	Development of methodological tools							
	Preparation of field work							
	Preparation of the schedule and logistics plan in coordination with the EFI staff	Field work schedule						
III. Field work	Information gathering	Preliminary results report.						
	Preliminary results reporting							
IV. Report drafting	Drafting of preliminary report	Draft of full report						
	Feedback with comments and suggestions	EFI provides feedback for the evaluator						
	Drafting of final report							



5. STRUCTURE AND SUBMISSION OF FINAL REPORT

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

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

1. Executive summary: 3-5 pages, including the main results and recommendations of the evaluation.
2. Introduction, outlining the purpose of the evaluation, the questions and the principal results
 - a. Background and objective of the evaluation.
 - b. Methodology used in the evaluation.
 - c. Conditioning factors and limitations of the evaluation.
 - d. Presentation of the evaluation team.
3. Description of the intervention, its objectives and structure; background, organisation and management; stakeholders and context in which the programs are conducted.
4. Analysis of information gathered, evaluation questions and established criteria, analysis of the different levels (design, process, outcomes).
5. Results of the evaluation, the evidence, questions and the interpretations put forth on this evidence.
6. Findings, in relation to the established criteria.
7. The lessons learned, presented in the general conclusions, good practice and can be extrapolated and serve as feedback for the actions.
8. Recommendations through specific indications in regards to impact and future actions 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), etc.

All documentation produced will be written in English. The draft report will be discussed by the M&M committee until a final report is produced.

6. QUALIFICATIONS

EuroMed Feminist Initiative requires that the evaluation is conducted by a team of 2 main evaluators and 2 assistant Syrian evaluators, from whom one resides inside Syria and one outside. Each of the



main evaluators will have full control and responsibility of each of the programs. Competencies expected from the 2 main evaluators are:

- Master's or doctoral degree, preferably in Social Sciences.
- At least 5 years' experience in conducting external evaluations in gender and human-rights based interventions.
- Experience in monitoring and evaluation and in results-based management evidenced by previous assignments.
- Ability to produce well-written reports that demonstrate excellent analytical and communication skills from the perspective of women's rights as universal human rights, as evidenced by previous assignments.
- 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 program beneficiaries and stakeholders.
- Regional/Country experience and knowledge.
- Excellent command of English is mandatory.
- An excellent command of Arabic is mandatory for at least one main evaluator

The selection of the 2 assistants will be made in agreement between EFI and the 2 main evaluators.

7. EVALUATION, AUTHORSHIP AND PUBLICATION PREMISES

- **Anonymity and confidentiality** - The 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 evaluators and those in charge of the programs will be discussed and resolved within the M&M committee.
- **Integrity** - The evaluators will be responsible for highlighting issues not specifically mentioned in the ToR, should this be necessary in order to obtain a more complete analysis of the intervention.
- **Independence** – The evaluators should ensure the independence and objectivity of the information, statements and conclusions made regarding the intervention.
- **Incidents** – If any problems arising during the execution of field work or at any other stage of the evaluation, these should be reported immediately to the M&M Committee. 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.



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- **Validation of information** - The evaluators will be responsible for ensuring the accuracy of the information gathered for the preparation of reports, and responsible for the information presented in the evaluation report.
- **Submission of Report** - In the case of late delivery of report or in the event that the quality of 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 evaluation and/or decide on its various aspects.

8. DEADLINES FOR THE EXECUTION OF THE EVALUATION

The evaluation will be carried out during 15/04/2020 – 15/09/2020 throughout countries of implementation of the program and according to the action plan.

The deadlines for the completion of the evaluation will be agreed by the evaluation team and the M&M Committee in accordance with the technical proposal submitted by them.

The wording of the final evaluation report, its presentation and approval by the M&M Committee should be completed by 15 August, 2020.

9. BUDGET

The total estimate for the required evaluation of the two programs is **€ 25,000** (including VAT).

This amount shall cover fees for the team (2 main evaluators and 2 assistants), flights, in-country travel and accommodation, and any other expenses incurred during the evaluation process.

10. SUBMISSION OF TECHNICAL PROPOSALS AND EVALUATION CRITERIA

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

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

- A)** Preliminary assessment matrix, representing the working hypothesis based on the summary of the Programs and the 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.



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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 stage:

- Document review
- Adjustment and validation of evaluation design, production of final evaluation matrix and proposed methodology
- Design and development of techniques for collecting information

Field work phase:

- Execution of field work.
- Data interpretation.
- Results preview and feedback.

Report writing phase:

- Preliminary report and revision of conclusions and recommendations.
- Regional feedback workshop.

D) Curriculum vitae of the two main evaluators.

All proposals must be submitted in English.

Criteria for 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, CVs of the evaluators (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: ife@efi-EuroMed.org indicating the reference: "External Evaluation" in the email subject.

The deadline for submission of tenders is **8 April 2020**.