

***TERMS OF REFERENCE – FINAL EVALUATION***

***The project “Strengthening the Role of Feminist CSOs Working in the implementation of the Women, Peace and Security Agenda (WPSA) in Iraq, Jordan, Lebanon and Palestine”***

Funded by the Support Fund for Feminist Organisations of the Agence Française de Développement (AFD) and the French Ministry of Europe and Foreign Affairs.

**EUROMED FEMINIST INITIATIVE**

**DEADLINE: 20<sup>TH</sup> OF NOVEMBER 2025**

## 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, the regional office in Amman, with offices in Beirut and Erbil.

Since March 2023, EuroMed Feminist Initiative (EFI) and a consortium of women's rights member organizations Women Empowerment Organization (WEO) in Iraq, Association Najdeh in Lebanon, Arab Women Organization (AWO) in Jordan, and the Palestinian Working Women Society for Development (PWWSO) in Palestine have been implementing the three-year regional project titled "Strengthening feminist CSOs for the implementation of the women, peace and security agenda (WPSA) in Iraq, Lebanon, Jordan and Palestine". This project is funded by the Support Fund for Feminist Organisations of the Agence Française de Développement (AFD) and the French Ministry of Europe and Foreign Affairs. Its overarching objective is to contribute to the effective implementation of the WPSA in the specified regions.

### 1.2 Overview of the Project

- The **specific objective/outcome** of the project is:

Empowered feminist civil society organizations (CSOs) and women-led community-based organizations (CBOs) play a leading role in implementing the WPSA, combating violence against women and girls (VAWG) comprehensively and enhancing women's participation at local, national and regional levels.

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

1. Women, girls, men and boys from local communities and community leaders are mobilized to combat VAWG and conflict-related sexual violence (CRSV) and promote women's participation.
2. Feminist CSOs and women-led CBOs have enhanced capacities in addressing VAWG, CRSV and promoting the WPSA.
3. Feminist CSOs and women-led CBOs are sharing knowledge and expertise and are effectively networking in a community of practice on the WPSA.

- **Project Components:**

Component 1. Delegation of funds to national and local CSOs and CBOs:

- Sub-grants to 8 feminist CSOs (2 per country)
- Seed funding to 12 women-led CBOs (3 per country)

Component 2. Capacity building and learning:

- Twelve thematic trainings (3 per country) for beneficiary CSOs and CBOs on various topics (WPSA concept and approaches, victim-centred approaches to VAWG, awareness-raising techniques challenging stereotypes, community mobilisation from an equality between women and men lens, negotiation skills, women's leadership, etc.).

- Four trainings for beneficiary CSOs and CBOs on conflict-sensitive implementation, monitoring and evaluation with a perspective of equality between women and men.

#### Component 3. Regional networking and exchange of expertise and practices

- Ten cooperation and networking events (2 regional and 8 national) to share experiences, practices and lessons learned among the feminist CSOs and women-led CBOs.
- Three annual meetings for consortium to follow up progress, ensure coordination and networking, support the M&E and learning processes, and exchange of practices and experiences.
- Learning and advocacy: exchange and dissemination of lessons learned and good practices through the development and dissemination of brochures, promotional materials and social media campaigns with messages related to combating VAWG, CRSV, women's participation and the implementation of the WPSA.

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

The project has been implemented in Iraq (targeting seven governorates including Erbil, Duhok, Baghdad, Anbar, Salahaddin, Ninewa, and Diyala), Jordan (targeting three governorates Mafrqa, Irbid and Zarqa), Lebanon (targeting seven governorates including Akkar, Baalbek-Hermel, Beirut, Beqaa (Zahlé), Mount Lebanon, North and South) and Palestine (targeting West Bank and Gaza Strip).

- **Targeted groups:**

The target groups of the project are as follows:

- At least eight feminist CSOs and twelve women-led CBOs beneficiaries of delegation of funds (subgrants or seed funds, respectively) in Iraq, Lebanon, Jordan and Palestine
- Women and girls' victims or at risk of violence
- Local communities including women, girls, men and boys, the youth as well as community leaders, influencers, gatekeepers in the areas targeted by the project
- Local and national stakeholders, including national observatories and relevant decision and policymakers
- The media.

### 1.3 Intervention Background

Women and girls continue to be disproportionately affected by the conflict-related crises in the four countries. As inequalities between women and men remain deeply rooted in discriminatory laws and social practices (RCSO, 2020), the post-conflict situation in Iraq, the ongoing occupation and conflict in Palestine accompanied with the latest genocide in Gaza, and the refugee crisis and economic hardships in Jordan and Lebanon have added layers of vulnerability for women and girls. Worst forms of VAWG have been reported including CRSV in Palestine, Syria and Iraq, forced marriage, child marriage, trafficking for sexual exploitation in all four countries, affecting particularly women refugees whose legal status and living conditions put them at higher risk. Today the lack of rehabilitation mechanisms, the guilt and shame associated with sexual violence hinder victims' social reintegration. VAWG is also a major barrier for the participation of women in decision-making.

Iraq, Jordan, Lebanon and Palestine have adopted National Action Plans (NAPs) for the implementation of the United Nations Security Council Resolution (UNSCR)1325 on women, peace and security. Yet, in all four countries, the coordination between actors, from CSOs, international non-governmental organizations (INGOs),

government and others working on the WPSA is still lacking. The implementation of the NAPs remains inconsistent. Even though women-led CSOs and CBOs are actively engaged in these processes, they remain underfunded, underrepresented in peacebuilding, and face systemic challenges in influencing national and regional policy processes.

## 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 project in accordance with the general terms of agreement with the AFD. The purpose of the Final Evaluation is to measure the achievement in reaching the target of the project, assess achieved objective and results linked to the overall objective, measure and assess the contribution of the project to the implementation of the WPSA in the four countries, and provide relevant findings, lessons learned, and best practices as well as recommendations that would help guide the future projects 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 project. The project 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 project 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 project 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.

The final evaluation shall cover all aspects of the project's implementation and the period from March 2023 till the end of the project in March 2026. The evaluation will be conducted between 25<sup>th</sup> of November 2025 and 15<sup>th</sup> of March 2026 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 sensitivity to the needs of women of the project 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 project's performance to be evaluated are:

1. The consortium (EFI, AWO, NAJDEH, PWWSO and WEO) effectiveness in terms of achieving expected results and specific objective, 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 focus on the project's monitoring and evaluation (M&E) framework.
2. The organizational efficiency and coordination mechanisms in progressing towards the achievement of the project results and objectives.

3. How the consortium members have addressed obstacles and challenges and whether they appropriately adjusted the project 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 project, including governance, communications, sharing of information and management among the partners, and highlighting best practices and lessons learned.
5. How the project 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 project 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 project's work in relation to the wider social, political and economic context.
7. The strategic positioning of the project 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 project.
8. The connectedness and sustainability of the results, objectives and the project 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 project.

*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 project, till the end, and assess the achievement of targets and its impact.*

**Overall Objective:** Contribute to the implementation of the Women, Peace and Security Agenda in Jordan, Lebanon, Iraq and Palestine.

- Indicator 1. Level of commitment of national and local decision-makers to include women's rights and equality in peace and security policy making. *Target: tangible and lasting increase.*
- Indicator 2. Number of feminist CSOs involved as interlocutors to decision-makers in providing expertise in policy development for the implementation of WPSA. *Target: twelve (three in each country).*

**Specific Objective:** Empowered feminist CSOs and women-led CBOs play a leading role in implementing the WPSA, combating VAWG comprehensively and enhancing women's participation at local, national and regional levels.

- 1.1 – Number of feminist CSOs and women-led CBOs that jointly pursue and maintain collaboration on the ground for the implementation of the WPSA. *Target: twenty (five in each country).*
- 1.2 – Number of decision-makers and community leaders reached through the action who support the implementation of the WPSA. *Target: at least 80.*

**Expected Result 1:** Women, girls, men and boys from local communities and community leaders are mobilized to combat VAWG and CRSV and promote women's participation.

1.1.1 Number of initiatives implemented throughout the action by the feminist CSOs and women-led CBOs. *Target: at least 20.*

1.1.2 Number of people (women, girls, men and boys) from local communities reached by the initiatives led by the feminist CSOs and women-led CBOs. *Target: at least 20,000 people.*

1.1.3 Number of women and girls reached by dissemination of information and awareness-raising on VAWG and existing services. *Target: at least 4,000.*

**Expected Result 2:** Feminist CSOs and women-led CBOs have enhanced capacities in addressing VAWG, CRSV and promoting the WPSA.

1.2.1. Number of trainings organized throughout the action to increase the capacities of feminist CSOs and women-led CBOs. *Target: 16.*

1.2.2 Percentage of staff from trained feminist CSOs and women-led CBOs who demonstrate improved skills related to the topics addressed. *Target: 75%.*

**Expected Result 3:** Feminist CSOs and women-led CBOs are sharing knowledge and expertise and are effectively networking in a community of practice on the WPSA.

3.1.1 Number of regional and national dialogues and networking events to share experiences, practices and lessons learned among the feminist CSOs and women-led CBOs. *Target: 2 regional and 8 national events.*

3.1.2 Number of lessons learned and/or good practices identified and shared in the community of practices throughout the action. *Target: at least 20.*

#### 2.4. Available information sources

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

Project Documents	<ul style="list-style-type: none"> <li>- The full project proposal application, including all updated documents along with the logical framework, the action plan, budget, M&amp;E framework, Do No Harm Approach, C&amp;V Strategy, Advocacy Plan as well as any other related documents.</li> <li>- Agreements with the partners along with their annexes.</li> </ul>
Intervention Information and Research	<ul style="list-style-type: none"> <li>- Report of the First Regional Forum.</li> <li>- Report of the Second Regional Forum.</li> <li>- The reports of the three annual consortium meetings</li> <li>- Project brochure</li> <li>- WPSA booklet</li> <li>- The Regional Guidelines for the implementation of the WPSA in South Mediterranean.</li> <li>- Promotional materials and publications produced by the consortium and beneficiary CSOs and CBOs.</li> </ul>

Intervention information monitoring	<ul style="list-style-type: none"> <li>- Annual and bi-annual narrative and financial progress reports by EFI and partners</li> <li>- Decision making procedures for the selection of beneficiary CSOs and CBOs for the three years.</li> <li>- Reports from the beneficiary CSOs and CBOs</li> <li>- The M&amp;E plan, tools and reports</li> <li>- Minutes of key meetings</li> <li>- Reports from the trainings conducted by EFI and the partners</li> </ul>
Institutional Information	<ul style="list-style-type: none"> <li>- Action Plans of EFI and Partners</li> <li>- Any available databases relevant to the final evaluation</li> </ul>

The project'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 project staff in the regional office in Amman will be responsible to follow the final evaluation. They will be responsible for:

- 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 sex.
- 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 project (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
<b>Relevance</b>	An evaluation of the results and the objectives of the project in relation to the changing political and security context in which it is conducted.	<ul style="list-style-type: none"> <li>- Does the intervention address the short and long-term priorities and needs of the rights holders targeted by the project?</li> <li>- To what extent does the project respond to the needs and interests of CSOs and CBOs?</li> <li>- Is the project design relevant to the advance the implementation of the WPSA in the four countries?</li> </ul>
<b>Participation</b>	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"> <li>- Has the project led to the establishment of systematic mechanisms for the participation of rights holders in the decision-making process related to the design, management and implementation of the intervention?</li> <li>- Are there channels for measuring the degree of satisfaction of rights holders with respect to the support provided as part of the intervention?</li> </ul>
<b>Alignment</b>	An evaluation of the degree of compliance with the countries development strategies and international instruments and recommendations on promoting the WPSA and combating VAWG.	<ul style="list-style-type: none"> <li>- Is the project in line with national, international and regional instruments for the promotion of women's rights and the WPSA?</li> <li>- To what extent does the project respond to the “AFD feminist strategy”?</li> <li>- To what extent was synergy sought with other actors on promoting the WPSA?</li> <li>- How well does the project integrate an approach responsive to women’s needs? Does it address the root causes of inequalities and discrimination between women and men, and promote women's participation in all its activities?</li> </ul>
<b>Effectiveness</b>	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"> <li>- Are the overall objective, specific objectives, results and indicators clearly adhered to as stated in the project’s documents?</li> <li>- Have the targets linked to the indicators of the expected results been achieved?</li> <li>- Are the actions taken and the level of progress in implementing the results helping to achieve the specific objectives of the project?</li> <li>- What are the factors that lead to the achievement or non-achievement of results?</li> <li>- To what extent have the modifications made to the project, if any, improved the intervention strategy as a whole and the impact of the intervention?</li> </ul>

<p><b>Efficiency</b></p>	<p>Analysis and assessment of the results achieved so far in comparison with the resources employed.</p>	<ul style="list-style-type: none"> <li>- To what extent are the consortium members mutually strengthen and complement each other?</li> <li>- Measure the results (qualitative and quantitative) in relation to the inputs/resources devoted to the project.</li> <li>- 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 equality between women and men perspective and rights-based approach?</li> <li>- Assess contribution of the organizational efficiency and coordination mechanisms in progressing towards the achievement of the project results and objectives.</li> </ul>
<p><b>Connectedness and Sustainability</b></p>	<p>An evaluation of the extent to which outcomes are likely to be sustained beyond the timeframe of the project.</p>	<ul style="list-style-type: none"> <li>- What is the level of ownership and congruency of the project/their values and objectives to partner's and beneficiary CSOs and CBOs mandates and strategic direction?</li> <li>- What is the potential for replication of project's strategies by partners, stakeholders and beneficiary CSOs and CBOs?</li> <li>- What measures have been taken to ensure the continuity of the project's activities/repel effects by the consortium? (Strengthening of thematic knowledge and expertise plus organizational capacities).</li> <li>- Are the hypotheses upon which the project was designed still relevant or have there been changes that alter the viability of the project?</li> </ul>
<p><b>Impact</b></p>	<p>An evaluation of the longer term (intended and unintended) results of the project on beneficiaries.</p>	<ul style="list-style-type: none"> <li>- Have the targets linked to the indicators of the overall objective and specific objective been achieved? Provide the concrete numbers and analysis.</li> <li>- To what extent has the project contributed to the promotion of the WPSA?</li> <li>- To what extent has the project contributed to the promotion of women's participation in decision making and peacebuilding processes?</li> <li>- To what extent has the project contributed to the protection of women from VAWG?</li> <li>- Has the project contributed to building the capacities of beneficiary CSOs and CBOs on WPSA? What was the impact of these gained capacities?</li> <li>- To what extent has the project contributed to enhancing the regional networking and learning process on issues connected to the WPSA?</li> </ul>

<p><b>Appropriation/ Ownership</b></p>	<p>An assessment of the extent to which partner organisations and rights holders exercise effective leadership regarding the intervention and its strategies.</p>	<ul style="list-style-type: none"> <li>- What is the level of ownership and congruency of the project/their values and objectives to partner's mandates and strategic direction?</li> <li>- Is there a correlation between the objectives to be achieved through the project and the vision, mission and culture of the organisations participating in it, particularly with regard to the issues prioritized by the intervention?</li> <li>- Do the various institutions share and assume institutionally the reflections and consensual agreements across the different workspaces?</li> </ul>
<p><b>Coverage and Visibility</b></p>	<p>The assessment of the coverage and the visibility of the action.</p>	<ul style="list-style-type: none"> <li>- Have mechanisms been designed to improve right holders' access to information and knowledge about the issues of the project?</li> <li>- Are the communication, awareness-raising and outreach activities and tools being carried out successfully to reach the public and the social base?</li> <li>- How does the project ensure the visibility of the activities among right holders and relevant stakeholders?</li> <li>- How does the project ensure the visibility of the AFD support?</li> </ul>
<p><b>Design and Measurability</b></p>	<p>An assessment of the project 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"> <li>- Are the proposed activities aligned to achieve the results and objectives of the project?</li> <li>- What are the strengths and weaknesses in the cause-and-effect logic between the proposed objectives, results, and activities?</li> <li>- Do the established indicators allow quantitative and qualitative measurements to be made with the required accuracy? Are they useful in measuring the achievement of objectives and results?</li> <li>- Are the methods of gathering and analysing data suitable for measuring the indicators?</li> <li>- Is the monitoring system suitable for measuring the progress and changes that have been made?</li> <li>- Are the mechanisms in place to measure the acquisition of knowledge of the target groups adequate?</li> <li>- Does the modification on the project design ensure the ability to measure progress and to reach targets?</li> </ul>
<p><b>Sensitivity to the needs of women</b></p>	<p>An assessment of whether the needs of women and girls have been properly identified and addressed throughout the</p>	<ul style="list-style-type: none"> <li>- Have the specific needs of CSOs and CBOs, and the relevant institutions been identified during the project?</li> <li>- Have those needs been addressed throughout the implementation period? If not, why?</li> </ul>

	implementation of the interventions.	- Are men outreached to be sensitized? How? How effective is the outreach in contributing to achieving the goals of the action?
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## 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 project, as well as hold preparatory meetings with those in charge of running the project including EFI, and consortium members managers and staff.
- b. Establish specific objectives of the final evaluation within the different contexts in which the project 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 the four countries in relation to the WPSA, VAWG and women's participation, and the challenges they poses in achieving the project'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 linked with the progress in implementation of the WPSA in the four countries, combating VAWG and promoting women's participation.
  - 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 project 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 the four countries.

2. **Analysis and report write-up:** The report should be drafted in accordance with the recommendations set forth in section 3 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	<b>An initial</b> 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. The inception report will also provide updates and background on the context in the four countries in relation to the scope of the project.														
	Development of methodological tools															
	Preparation of field work															
	Preparation of the schedule and logistics plan in coordination with the EFI's management team	<b>Field work</b> schedule														



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 project 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) along with data collectors from the four countries.

Competencies expected from the main evaluator are:

- Master's or doctoral degree, preferably in Social Sciences, economics, women's studies, international development.
- At least 8 years' experience in conducting assessments and evaluations in women's rights and equality and human-rights based interventions, with experience in evaluating projects focusing on WPSA, VAWG and women's participation in peacebuilding.
- 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 context in the four countries.
- Ability to travel to within the region.
- 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 project 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 project.
- **Independence** – The evaluator(s) should ensure the independence and objectivity of the information, statements and conclusions made regarding the project.
- **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.

## 6. DEADLINES FOR THE EXECUTION OF THE FINAL EVALUATION

The final evaluation will be carried out between the 25<sup>th</sup> of November 2025 and 15<sup>th</sup> of March 2026 (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 project should be submitted for EFI's approval by 20<sup>th</sup> of January 2026.

The wording of the final evaluation report and approval along with the presentation should be completed by 15<sup>th</sup> March 2026.

## 7. BUDGET

The total estimate for the required external final evaluation is:

**Total € 30,000** (including VAT and all relevant taxes).

This amount shall cover fees for the team (one main evaluator and 1 assistant), data collectors, 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 project.

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 project 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 project.

### Field Work Phase:

- Execution of field work.
- Data interpretation.
- 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](mailto:application@efi-ife.org) and [maisafaneh@efi-ife.org](mailto:maisafaneh@efi-ife.org) indicating the reference: "Final Evaluation: Strengthening feminist CSOs for the implementation of the women, peace and security agenda (WPSA) in Iraq, Lebanon, Jordan and Palestine " in the email subject.

The deadline for submission of tenders is **20<sup>th</sup> of November 2025**. The deadline to send inquiries by email is the **12<sup>th</sup> of November 2025**. All inquiries must be addressed to the email address: [maisafaneh@efi-ife.org](mailto:maisafaneh@efi-ife.org)