



EuroMed Feminist Initiative
المبادرة النسوية الأورومتوسطية
Initiative Féministe EuroMed

TERMS OF REFERENCE – FOR EXTERNAL EVALUATION OF

The program “Supporting political transition in Syria through gender-sensitive social reconstruction”

EUROMED FEMINIST INITIATIVE



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1. Background Information and Rationale

1.1 Introduction

EuroMed Feminist Initiative (EFI) is a policy network that provides expertise in the field of gender equality as inseparable from democracy building and citizenship, and advocates for political solutions to all conflicts, and for the right of peoples to self-determination. EFI's headquarter is in Paris and with offices in Jordan, Lebanon and Iraq.

EuroMed Feminist Initiative works with women's rights activists and groups from Syria since 2008, and since 2013 EFI has implemented programs with the support of the Swedish International Development Cooperation Agency (Sida) aiming at supporting political transition in Syria with gender equality, women's participation and women's rights as inseparable of it, empowering Syrian women's rights (WR) defenders, enhancing organisational development of Syrian partners, engendering processes taking place in Syria and for Syria, combating violence against women and girls (VAWG) and addressing discriminative for women legislation

In 2021 EuroMed Feminist Initiative started implementing the program "**Supporting political transition in Syria through gender-sensitive social reconstruction**" which aims to contribute to inclusive gender sensitive peace building and social reconstruction process in Syria. The implementation of the third phase started in January 2021 and end in December 2023.

1.2 Rationale of the evaluation

EuroMed Feminist Initiative has conducted external evaluations of each Syria program since 2013 and wishes to conduct an external evaluation of the program "Supporting political transition in Syria through gender-sensitive social reconstruction" (2021-2023) focusing on progress to date, 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 to help guide future intervention planning by EuroMed Feminist Initiative and its partners. The evaluators must also assess the impact of the program. Evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms [in Evaluation](#).

1.3 Overview of the Program

The overall objective of the SIDA funded program "**Supporting political transition in Syria through gender sensitive social reconstruction**" is to contribute to inclusive gender sensitive peace building and social reconstruction process in Syria.

The specific objectives of the program are:

- 1. VAWG and CRSV are better addressed and women's participation in decision making, peace and national reconciliation processes is promoted.



- 2. Institutional capacities of Civil Society Organizations (CSOs) are strengthened, and provision of thematic knowledge is structured.
- 3. Inclusive democratic change is promoted through fostering gender sensitive legal and policy changes and WR advancement.

There are six expected results:

- R 1. WR CSOs and CBOs, have knowledge and skills to combat VAWG as a major barrier to women's participation at all levels of decision making.
- R 2. Networking and synergies among WR and human rights (HR) CSOs are enhanced, and civil society is unified behind common agenda on VAWG and WPS.
- R 3. WR and HR organizations have strengthened their internal governance structures, and have greater sustainability and wider outreach.
- R 4. Activists, including youth, have access to comprehensive, structured knowledge in women's and gender issues.
- R 5. Gender based discrimination in the personal status law and penal code is addressed by civil society and a comprehensive legal framework curbing VAWG is prepared.
- R 6. Advocacy actions and follow up tools are developed.

1.4 Intervention History

EFI 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, combating VAWG and implementation of WPSA. The first cooperation and support included the Coalition of the Syrian Women for Democracy and their work towards identifying key principles to guide an engendered constitution-making process in 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 implemented in partnership with Syrian women's rights and human rights organisations. Starting two years after the popular uprising, the program revolved around the crucial importance of supporting the building of a gender-sensitive constitutional process to enhance gender equality and women's rights in a political transition towards democracy. The handbook: "ABC for a Gender Sensitive Constitution", the first of its kind was received very positively by Syrian activists and internationally and has been since used as an awareness raising and education tool by the Syrian partners.

In 2015, the program was scaled up with the Tahdir European initiative to prepare for transition in post-conflict Syria via the project "Supporting Transition Towards Democracy in Syria through Preparing for an Engendered Constitution Building Process", co-funded by the EU. It widened the scope of the action and included a focused work on strengthening the skills and knowledge of Syrian lawyers and legal experts to deal with constitution and legislation from gender equality perspective.



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Building on lessons learned and previous achievements, from November 2017 on-going until 31 December 2020, EFI and partners continued to work for gender sensitive political transition, through the program: Towards Sustainable Peace and Democracy in Syria through Strengthening Civil Society and Women's Rights supported by Sweden. EFI widened the number and scope of HR & WR partner CSOs who are influential in shaping public opinion on gender equality as integral part of rebuilding Syria. Building on the previous achievements and lessons learned, the program supported the advocacy towards gender sensitive legislation and its link with women's participation at all levels of peace and reconstruction processes, using the UNSCR 1325 and gender sensitive constitution building process as a tool.

Throughout these years, EFI have increased the network of Syrian partners, providing them with different regional and international solidarity and platforms to voice their analyses and demands and strengthen their messages and action. EFI has since engaged a large network of Syrian Human Rights defenders (HRD), involving both Women Rights organizations (WRO) and male and female human rights and political activists who stand and advocate for inclusion and equality as being central to any kind of political transition in Syria. Over 230 Syrian CSOs, and around 650 Syrian WR & HR civil activists, political activists, academics, lawyers, and legal experts inside and outside Syria have been directly involved in constitution, reconciliation, peace, democracy building, and have advocated for a political transition towards democracy in Syria. All represent political and social diversity; however, they all have agreed on core principles which have structured the programs' activities from the very beginning: These include 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 peacebuilding, and in all efforts leading to social reconstruction and reconciliation. These messages have been spread and reached out directly to over 7000 and indirectly to over 27 000 diverse audiences including activists, IDP and refugee communities, lawyers, teachers, doctors and other professionals, university students, local councils, local communities, and decision makers.

As the Syrian armed conflict is entering its twelfth year, and with the growing economic instability and renewed political unrest marked by the Turkish military attacks launched in October 2019 against Kurdish forces in northern parts of Syria, and the escalation of hostilities in Southern Idlib, the political solution to the conflict and the start of a reconstruction and reconciliation process become more pressing. EFI work and partnership with Syrian civil society actors, based on international resolutions and HR and WR mechanisms, have opened the space for an inclusive and gender sensitive peace and democracy building and social reconstruction processes, where the needs of the Syrian people inside Syria, IDPs and refugees are prioritized over the military interventions and economic sanctions, and where the needs and human rights of women are not excluded.

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 the program take place include Syria, Lebanon, Turkey, Tunisia, Jordan, Europe (Belgium, France, Germany, Switzerland, Austria, and Sweden)



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As the humanitarian crisis in Syria enters its twelfth year, the environment becomes even more dire for the Syrian people, especially women and girls. The number of Syrians in need of humanitarian assistance reached an estimate of 14.6 million, with 9.6 million people who are in critical need of humanitarian assistance ¹. The number of Syrians living in poverty, and the lack of opportunity that couples such environments, is alarming. According to the report by the World Health Organization's Food Program in September 2022, 90 percent of Syrians live below the poverty line with 9 million and 300 thousand people in Syria lacking adequate access to food. Syrians are currently experiencing the worst economic crisis since the war began. More than 60% of the 12 million Syrians are facing hunger ².

The situation for women and girls in Syria continues to decline in terms of safety, quality of life, and equal access to opportunities due to the protracted armed conflict. Currently, 7.3 million women and girls need critical sexual health care and protection against gender-based violence, especially physical and sexual violence as VAWG is becoming the norm in their public and private lives. Female school dropouts reached 3 million, further contributing to a greater risk of being victimized by exploitative child labour and early marriage³.

In 2022, Syria was designated by the Thompson Reuters Foundation as the most volatile nation globally. It also obtained the third position as the most perilous country for women, and the second most challenging country in terms of access to adequate healthcare and benefits for women. During his briefing to the UN Security Council on October 25th, 2022, International Envoy Geir Pedersen shed light on the manifold manifestations of violence, discrimination, and degradation endured by women and girls in Syria over the past twelve years of conflict. These include but are not limited to: poverty, malnutrition, incarceration, disappearance, abduction, sexual assault, rape, coerced and early marriage, various forms of violence during childbirth, denial of education and livelihood opportunities, in addition to the well-recognized physical and sexual violence⁴.

1.6 Available information sources

All relevant information, sources and documents about the programs will be made available to the Evaluation team.

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 2 of the program.

1 <https://www.unicef.org/syria/every-day-counts>

2 <https://www.swp-berlin.org/en/publication/the-war-in-ukraine-and-its-impact-on-syria>

3 <https://reliefweb.int/report/syrian-arab-republic/women-and-girls-rights-are-unseen-casualty-crisis-syria>

4 [Thomson Reuters Files 2022 Annual Report | Thomson Reuters](#)



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. The evaluation will assess the progress to date on the results, findings, recommendations, impact and implementation of lessons learned and recommendations of the final evaluation of the previous project cycle.

The evaluator is anticipated to deliver an impartial evaluation of the outcome level, as well as the degree to which its objectives have been accomplished. Whenever feasible, the evaluator is also expected to assess the impact of the action on the target groups and beneficiaries. Moreover, it is expected that the evaluator will identify best practices derived from the program's design, implementation, and monitoring mechanisms, and offer recommendations regarding its continuation. These recommendations will serve as guidance for the management team and stakeholders in enhancing subsequent actions, with a focus on enhancing quality, impact, effectiveness, efficiency, and follow-up measures.

The evaluation will provide valuable insights for the partner organizations, enabling them to gain intervention experience and learn lessons both at the organizational and thematic levels, which can inform future actions. As a result, the 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 predominantly assess the progress on the results, findings and recommendations until the date when the evaluation is being conducted.

Aspects of program performance to be evaluated are:

1. An evaluation of programs' 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 by the time the evaluation is being conducted. This will include an assessment of the quality of the activities and their deliverables, measured against the pre-defined indicators.
2. An examination of how EFI addressed obstacles and challenges they faced during the implementation of the program 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.
3. 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.



4. 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 and partners implantation of the program, work in relation to the wider social, political, and economic context.
5. An assessment of the implementation of the recommendations of the last evaluation and the way they reflect in the conducted activities. This will include an evaluation of the activities, with regards to their objective and target groups.
6. The potential for continuation or upscaling of the program in the current cycle.

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).

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.
- 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 in the timeframe in which the evaluation is being conducted	<ul style="list-style-type: none"> - To what extent does the program respond to the needs and interests of local organisations? - 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 Rights and Gender Equality	<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 extent does the program respond to SIDA strategy on 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	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. (With a focus on the specific objectives and indicators on the duration of the period of evaluation)	<ul style="list-style-type: none"> - Were the overall objective, specific objectives, results and indicators clearly adhered to as stated in the program's 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 that facilitated the achievement and non-achievement of results? - To which extent have the project contributed to intended outcomes until the time of the evaluation? If so, why? If not, why not? - How were the recommendations and lessons learnt from the last evaluation included in the program? (Objectives, expected results, activities)



		<ul style="list-style-type: none"> - 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	Analysis and assessment of the results achieved in comparison with the resources employed.	<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? Have any of the prior recommendations on this matter have been applied, and if so, in what way? - 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 regard to the integration of the gender perspective and rights-based approach? How have the capacities of EFI's partners evolved or changed? - To what extent are the organisations participating in the program mutually strengthening and complementing each other?
Appropriation/ Ownership	Assessment of the extent to which partner organisations and rights holders exercise effective leadership about the intervention and its strategies.	<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? Is the vision of the new partners correlated to the objectives of the program? Is it a source of added value to the program? If so, how? - Do the various institutions share and assume institutionally the reflections and consensual agreements across the different workspaces?
Participation	Determination of the agents that have been involved in the intervention until the	<ul style="list-style-type: none"> - Has the program led or contributed to the establishment of formal, specific and systematic mechanisms for the participation of rights holders in the decision-making



	moment of the evaluation, assessing their involvement in the decision-making process.	<p>process related to the design or monitoring of the intervention?</p> <ul style="list-style-type: none"> - Are there channels for measuring the degree of satisfaction of rights holders with respect to the support provided as part of the intervention?
Coverage and Visibility	The assessment of the coverage and the visibility of the action until the moment of the evaluation.	<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? - Have any of the prior lessons learnt or recommendation have been used in the attempt to create a higher visibility or to increase the coverage of the intervention?
Design and Measurability	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"> - 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? - Are the mechanisms in place to measure the acquisition of knowledge of the target groups adequate?
Gender Sensitivity	An assessment of whether the needs of women have been properly identified and addressed throughout the implementation of the intervention.	<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?



		<ul style="list-style-type: none">- 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?
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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, considering 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.

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 in weeks. (to be confirmed with the evaluators)

PHASE	ACTIVITIES	OUTCOMES	1	2	3	4	5	6	7	8	9	10	11	12
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												
	Document review													
	Development of methodological tools													



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. Progress to date on the results, findings, recommendations and management of the final evaluation of the previous project cycle. 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 or equivalent.
- 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. Working on a Syria program is an asset.
- Very Good understanding of the Syrian context, women's movement, civil society.
- 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.
- 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.





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- 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 any 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.
- **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 if 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 15th of September 2023 and 15th of November, 2023 and according to the action plan agreed on with EFI. The evaluation will include both field work in Lebanon, Turkey and Europe and remote evaluation.

The wording of the final evaluation report, its presentation and approval by the M&M Committee should be completed by 1st of December 2023.



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9. BUDGET

The amount proposed shall cover fees for the team (2 main evaluators and 2 assistants). The amount should also cover any tickets, visa, Per diem and accommodation fees to Lebanon for in person interviews.

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.

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

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:



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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. 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 both email: ife@efi-EuroMed.org and applications-lebanon@efi-ife.org indicating the reference: "External Evaluation" in the email subject.

The deadline for submission of tenders is **the 27th of August 2023.**