

Terms of Reference: Consortium-wide End Evaluation of the Masarouna Programme

20 December 2024

Programme/project title /affiliate identification code	Masarouna “Our Pathway” Programme. The reference number for this grant is MINBUZA-2020.1001579
Partner organisation/s if applicable	There are a number of partners and allies involved in the programme. Consortium Partners include FEMALE, RNW Media, SMEX and Oxfam Novib.
Geographical coverage: global; region; country(ies)	The six countries in the MENA region as well as the Regional and Global level that participate in the Masarouna Programme.
Programme/project lifespan	The programme implementation period runs from 1 January 2021 until 31 December 2025. The period covered under the assignment is 2021 to 2025.
Programme/project budget	The overall budget for the Masarouna Programme is € 51.761.487 Euro for the period 2021-2025.
Evaluation budget	The maximum budget is set on € 210.000.00 EUR (exclusive of VAT). Costs for international travel/accommodation/DSA are expected to be included in the total evaluation budget. Costs of any necessary travel within The Netherlands to Oxfam headquarters are reimbursable.
Masarouna Steering Committee	The evaluation will be signed off by the Masarouna Steering Committee, comprising of seven members, after approval of the Reference Group.
Evaluation Reference Group	The evaluation will be supported by a Reference Group comprising of six members which will have an approval role for the end evaluation: three independent (external) members, two (internal) members from programme partners and one member from the donor.
Evaluation Commissioning Manager	The Monitoring, Evaluation, Accountability and Learning (MEAL) Advisor at Oxfam Novib, who previously commissioned the Mid Term Review. They have not been previously seconded to the programme to support implementation.

Contents

1.	Background and purpose of the evaluation	3
2.	Guiding principles	4
3.	Evaluation questions	5
4.	Evaluation approach	6
4.1.	Evaluation methodology	6
4.2.	Applied methodologies and data	8
5.	Timeline, budget and deliverables	9
5.1.	Timeline	9
5.2.	Budget.....	11
5.3.	Deliverables.....	11
6.	Evaluation management	12
7.	Dissemination strategy	12
8.	Submitting proposals, award criteria and selection procedure	12
8.1.	How to submit proposals	12
8.2.	Award criteria	13
8.2.1.	Assessment of approach paper	13
8.2.2.	Assessment of CVs.....	13
8.2.3.	Assessment of prices	14
8.3.	Selection procedure	14
9.	Disclaimers	15
10.	Annexes	16
10.1.	Masarouna Theory of Change.....	16
10.2.	Masarouna Grant Decision	17
10.3.	IOB quality criteria for evaluations.....	17
10.4.	Evaluation questions	17
10.5.	Suggested evaluation report format.....	18
10.6.	Evaluation management	20
10.7.	Reference Group Terms of Reference	22

1. Background and purpose of the evaluation

This Terms of Reference covers the (consortium-wide) end evaluation for the Masarouna Programme for the period of 2021 to 2025. The Dutch Ministry of Foreign Affairs (MoFA) provides financial support to the Masarouna Programme and the implementation period runs from 1 January 2021 until 31 December 2025, with a total budget of 51.761.487 Euro.

In a region where securing Sexual and Reproductive Health and Rights (SRHR) is especially challenging, the Masarouna “Our Pathway” Programme mobilises the power of young people (YP), for collective action in Middle East and North Africa (MENA) to support their fight for greater freedom of choice and respect for their SRHR through new and innovative pathways for change.

The programme is implemented by the Masarouna Consortium – comprising of FEMALE, RNW Media, SMEX and Oxfam Novib. It is implemented in six countries in the MENA region as well as at Regional and Global levels. The selected countries reflect diversity, yet also similarities, in terms of location in the region, civic space restrictions, digital inclusion and conflict affectedness. The total number of contracted partners for the Masarouna Programme is around 68. These are (I)NGOs or CSOs, and include consortium or strategic partners, Oxfam country offices, Oxfam regional platform and (country/regional) partners. Besides the contracted partners, Masarouna also works with (informal) youth groups and representatives from the rightsholders. The majority of Masarouna partners are based in a capital or city. Due to confidentiality requirements, further details on countries, partners and specific programme activities cannot be shared in this public-facing Terms of Reference (ToR).

The outputs and outcomes to be accomplished with the MoFA grant for the Masarouna Programme are laid down in the programme framework as presented in the proposal to MoFA. In Chapter 5 of the Masarouna proposal and Annex 10.1 of this document, the Theory of Change (ToC) underpinning the Masarouna Programme is displayed. The ToC distinguishes two major pathways which the evaluation should cover:

- Pathway 1 is focused on the direct influencing of decision-makers and society to address inadequate legislation and harmful traditional social and cultural norms through strengthened youth engagement.
- Pathway 2 is focused on strengthening civil society, (re)claiming (digital) civic space and the formation of new partnerships and alliances.
- Both pathways are supported by a cross-cutting capacity strengthening approach for YP and civil society.

Given the rapidly evolving political and social landscape in the MENA region, this evaluation commences amidst ongoing challenges and shifts in priorities that impact both the programme and its stakeholders. As of Year 3 of Masarouna, the MENA region witnessed unprecedented and profound changes in its political context, whose reverberations will be felt for decades to come. The Masarouna countries are fraught with distinct challenges as political and economic instability increases. This has shifted the focus and priorities of many civil society organisations and activists across the MENA region towards emergency response as critical SRHR services have become unavailable, also underscoring the importance of SRHR in the everyday lives of people across the region. Despite these challenges, the Masarouna partnership has progressively grown and evolved, with our partners’ diversified and unique areas of expertise strengthening the programme. Notably, the Masarouna Midterm Review (2023) (MTR) highlighted that this programme could be the largest effort in building a regional movement in the MENA region with an explicit focus on advocacy for inclusive SRHR for youth, representing a major achievement of the initiative.

In light of this evolving context, the Masarouna Programme is currently preparing its end evaluation to adhere to the Masarouna Programme Grant Decision dated 11 December 2020, in which MoFA specifies that the programme should conduct its end evaluation for the period of 2021 to 2025. The evaluation will

comply with formal MoFA requirements specified in the Masarouna Programme Grant Decision (see Annex 10.2) and IOB quality criteria for evaluations see Annex 10.3). The end evaluation will succeed the Masarouna Baseline which was finalized in November 2021 (and updated in November 2022) and MTR, finalized in November 2023.

The purpose of this end evaluation is as follows:

- **Accountability and learning:** The evaluation should capture the programme's achievements and compare them to the intended social change, while also highlighting lessons learned about how and why certain results were (or were not) achieved. This will provide accountability and important lessons for stakeholders, particularly the donor, programme partners, and targeted groups like young people and youth activists.
- **Strengthening partnerships and engagement:** Establish a strong track record that showcases Masarouna's achievements and lessons learned, reinforcing future partnerships and supporting ongoing donor relationships.
- **Enhancing sustainability for future impact:** The evaluation should support and identify the contributions of programme stakeholders, including young people, to enhance the programme's long-term impact. It should provide insights and actionable recommendations to help sustain the programme's gains, supporting strategic planning and collaboration opportunities beyond the end of Masarouna in 2025.

Primary users of the evaluation results are:

- The Masarouna Consortium and partners, to account for progress and learnings amongst stakeholders and to inform decisions for future programming. This includes YP and youth activists that Masarouna supports.
- The donor (MoFA), to make a formal appraisal of the progress made on the outcomes of the programme, its sustainability, as well as to provide input for future partnerships.

2. Guiding principles

The following principles will guide the end evaluation, with implications outlined:

- **Gender transformative approach:** At the core of Masarouna's work, the gender transformative approach questions and transforms inequitable gender norms and power dynamics into positive values that enhance gender equality. Deliberate considerations for a gender transformative approach, addressing gender inequalities while promoting more equitable outcomes, should be embedded into the evaluation design. Consultants should outline in their proposal how they envision operationalizing a gender transformative approach throughout the evaluation cycle. This includes exploring feminist, participatory methods that recognise participants' roles in knowledge creation and mutual learning, and data analysis that emphasises diverse perspectives, ensuring power dynamics are critically examined when interpreting findings.
- **Intersectionality:** Masarouna applies an intersectional lens to better reflect and address the range of YPs identities such as gender, race, ethnicity, income and mental or physical disability, among others to ensure that these factors do not limit success or inclusion of certain groups of YP. Intersectionality should be incorporated into the evaluation by recognising how gender intersects with other factors such as age, race and income to shape individuals' experiences and outcomes. The evaluation design should aim to capture and reflect the perspectives of diverse rightsholders, highlighting how intersecting inequalities influence results. Specific disaggregations should align with the focus of activities in each country while maintaining a consistent evaluation approach.
- **Meaningful youth engagement:** Inclusion of YP as well as collective and collaborative creation with YP is central for Masarouna to foster peer solidarity and youth ownership of programme

results. The consultants should actively seek ways to involve young people throughout the evaluation stages, such as providing advice for the evaluation design, including data collection and, interpretation of the results, ensuring their input is used and valued. Additionally, it is important to address the specific needs of young participants, such as potential compensation, flexibility for participation outside of office hours, and confidentiality.

- **Inclusivity:** Masarouna prioritises creating an environment where diverse perspectives are actively encouraged and integrated into our processes, ensuring that all stakeholders feel represented and included in shaping the programme's outcomes. Each stage of the evaluation should involve programme teams and partners in a participatory process that reflects the diverse views of Masarouna's target groups, staff, partners, and relevant external stakeholders. This involves prioritizing the participation of marginalized groups and removing barriers preventing these groups from participating in the evaluation (such as language, educational attainment, ethnic affiliation/religion, cultural values, gender stereotypes or financial barriers). The evaluators should explore methods that are accessible and culturally sensitive, while addressing potential barriers to participation, such as language, literacy, or digital access. This includes creating inclusive online and offline spaces where participants feel safe and empowered to share their perspectives, ensuring equitable access regardless of technological capabilities or geographic location.
- **Conflict sensitivity:** Masarouna is dedicated to implementing its activities in a conflict sensitive manner. This means ensuring that all actions are respectful of local contexts, while fully adhering to Oxfam's safeguarding policies. We maintain a strict "do no harm" approach, prioritising the protection, safety, and well-being of all participants and stakeholders involved in the programme. Consultants should also be ready to adapt their approach in response to changing dynamics within country contexts. Such adjustments may be necessary if programme activities need to be paused or if face-to-face data collection becomes limited, to prioritize the safety of participants. Adaptations may involve exploring both online and offline methods for data collection to maintain the integrity of the evaluation process. The evaluation must adhere to conflict sensitivity principles, guided by Oxfam's Safeguarding policy and procedures, including the One Oxfam Youth Safeguarding Policy and Masarouna Risk Guidelines.

3. Evaluation questions

The evaluation along with its guiding questions should address the topics below. These topics are informed by the formal MoFA requirements specified in the Masarouna Programme Grant Decision and the IOB quality criteria for evaluations. **Consultants are expected to lead project teams in translating these topics into evaluation questions during the inception phase (see section 5.1 for further details) – including adding a limited number of additional learning questions relevant to the programme, that identify good practices and lessons learned.** Initial questions are found in Annex 10.4. This process will include identifying and prioritizing sub-questions and integrating all questions into a comprehensive evaluation framework. It is considered essential to refine the evaluation design and questions during the inception phase to align with Masarouna principles and to be able to adapt to the constantly evolving context. **This approach ensures that programme stakeholders can be meaningfully involved in the evaluation process and that a conflict sensitive approach is assured.** The topics have been intentionally designed to meet standard Grant Decision requirements, ensuring a focused evaluation scope with a manageable number of questions.

Evaluation questions must be guided by the [OECD DAC criteria](#) for Effectiveness, Coherence, and Sustainability, selected to meet donor requirement in the Grant Decision. In principle, all topics should be addressed across all Masarouna countries.

Topics:

Theory of Change

- Validate the programme's ToC, including mechanisms and assumptions, including reflection on possible adaptations to the ToC and interlinkages between pathways.

Effectiveness of the programme

- Map specific activities carried out under the programme and how funding been allocated across these areas.
- Identify how organizational risks, including Sexual Exploitation, Abuse, and Harassment (SEAH), fraud, and corruption, are captured, monitored, and responded to by the programme
- Identify the contextual factors (e.g. policies, practices, actors, digital context) at country and Regional/Global levels, including any shifts in (digital) civic space, that have contributed to or hindered the accomplishment of objectives.
- Assess the programme's effectiveness in achieving its 5-year targets at both output and outcome levels, with a focus on the Strengthening Civil Society and thematic Result Framework indicators of MoFA. Assess the programme's contribution to outcomes, including positive, negative, intended and unintended outcomes, to capture lessons learned regarding what works, the how and why (not). This includes identifying local teams, groups or initiatives that stood out in terms of effectiveness; identify what teams or initiatives did differently than others and derive learnings to benefit all stakeholders.
- Identify any unintended or unexpected effects (both positive and negative) that emerged.
- Assess how effectively the programme has integrated and addressed its crosscutting themes – gender transformative approach, youth engagement, innovation and digitalization, conflict sensitivity – across its activities and strategies. This should consider the various (unexpected/unintended) effects of the programme on marginalized groups and whether the programme was able to address root causes of (gender) inequality.

Partnership Coherence and Collaboration

- Assess the alignment of goals, strategies, and activities among the partners in the programme, with MoFA, embassies and with other relevant external stakeholders (e.g., governments, civil society organisations, young activists, private sector, donors, embassies), including any tensions, synergies, and efforts to enhance complementarity in achieving programme objectives.
- Assess how Southern partners influence decision-making and lead key aspects of the programme's implementation, thereby fostering localization and Southern leadership.

Sustainability

- Examine the extent to which the programme's strategies and activities, including co-creation and joint decision-making with YP, local partners, and Consortium members and adaptability in response to changing circumstances, contributed to the programme's sustainability and results. Identify opportunities for continued ownership, trust and effectiveness in future collaborations.

4. Evaluation approach

For a description of the foreseen evaluation stages, see section 5.1.

4.1. Evaluation methodology

The methodology will be fully developed by the consultant through inclusive consultation during the inception phase with consortium members, strategic partner, country teams and partners (see section 5.1), with the final version to be presented in the inception report. This consultative process will ensure that stakeholder input provides critical contextual knowledge, enhancing the relevance and feasibility of

the evaluation design. It will also support the creation of tools that yield higher-quality data and facilitate the inclusion of diverse stakeholders, including non-programme stakeholders, by identifying effective ways to access and engage them. While the evaluators will consult the programme, they will ultimately be responsible for the design choices proposed in the inception report. These decisions must align with contractual requirements, uphold "do no harm" and Masarouna principles to minimise risks (see further in section 2), and be submitted for approval by the Reference Group.

The methodology should address all evaluation topics in line with OECD DAC criteria (see section 3) and the inception report should illustrate why chosen methodologies are appropriate. There is a preference for a combination of methodologies and mixed methods – qualitative and quantitative. We encourage consultants to consider methodologies such as Qualitative Comparative Analysis (QCA) and Contribution Analysis as the evaluation topics will require analysing the causal contribution of different conditions to programme outcomes of interest.

The sampling strategy should aim to represent the entire programme, with all countries and regions included for the evaluation topics and relevant data (online and offline) collected through national consultants for each country and at regional-global level. Some additional learning questions or sub-questions, however, may not be equally relevant to each country. The evaluators should propose the sampling method in the inception report, to be developed through consultation during the inception phase. Achieving statistical representation is anticipated to be less feasible for this evaluation, demonstrated by the MTR, particularly given the small or hard-to-reach Masarouna target groups. The MTR used selective non-probability sampling to capture qualitative insights that reflect the programme's complexity, an approach that may be also considered for this evaluation.

Data collection methods may vary including, for example, desk reviews, Key Informant Interviews (with key project stakeholders, implementing partners, Oxfam staff, target groups including YP), Focus Group Discussions, Direct Observation, youth participatory methods, (meta-)analyses of digital platforms analytics, online discourse analysis, positive deviance strategy, and feminist methods such as PhotoVoice. **Automated data collection tools such as large-scale online surveys or methods that would employ youth as co-researchers are discouraged due to the programme's sensitive SRHR focus.** The evaluators are encouraged to gather new primary data from staff and – to the extent possible – from youth participants, community members, and other stakeholders, prioritizing face-to-face data collection where possible. In addition to those directly involved in the programme (including the implementing partners, and consortium partners' staff and young people), to avoid bias, data collection should also involve consultations with other stakeholders/other external parties deemed relevant, who did not directly participated/involved in Masarouna. **Given the shifting dynamics in each country and region, evaluators must be prepared to adjust their approach, including reducing or halting face-to-face data collection if safety concerns emerge or adapting data collection methods per context.**

In terms of analysis, since existing programme data is predominantly qualitative, statistically intensive methods alone would be unsuitable for this evaluation. Triangulation is essential for ensuring robustness and should involve cross-verification across sources and methods; this approach should also be outlined in the inception report.

As part of data collection and analysis, the consultants should prioritize research ethics in their methodology and approach. This includes adhering to "do no harm" principles, safeguarding confidentiality when required (for both partners and respondents), obtaining informed consent, and proactively identifying and mitigating other ethical risks. This includes aligning with relevant ethical and legal standards for data protection and participant rights. This commitment is guided by [Oxfam's Safeguarding policy and procedures](#), the [One Oxfam Youth Safeguarding Policy](#), the Masarouna Risk Guidelines, the Oxfam Privacy Statement and the European Union General Data Protection Regulation (GDPR), also outlined under the principles section below.

4.2. Applied methodologies and data

The evaluation should prioritize the use of existing project data to establish a foundational understanding of the evaluation topics and use primary data to complement the analysis. Hence, **initial data** will come from the programme's existing research and documentation, including:

- Overview of Masarouna research, highlighting studies conducted by the programme and its partners on topics such as digital media, SRHR, and awareness raising. This overview includes more formative than evaluative research and will contribute to the initial desk review.
- [Baseline report \(2021\)](#) as well as the MTR report (2023), both providing a contextual and qualitative rather than a quantitative analysis, with the MTR relying on selective non-probability sampling for qualitative insights.
- Annual Reports (2021, 2022, 2023 and 2024 (available 1 June 2025), including consolidated key indicator matrixes.
- Other MEAL data gathered using the methodologies described above and other available data:
 - Approximately 50 outcomes will be gathered using Outcome Harvesting, with outcomes collected for each country/region. The number of outcomes will vary across countries/regions and may not be evenly distributed. Additional outcomes will be harvested in and following programme-wide workshops in December 2024 and throughout 2025. Harvested outcomes include a description of Contribution and Evidence pieces collected per harvested outcome.
 - Capacity Strengthening Assessment Tool (CATool) datasets and dashboard. The CATool is an online survey, implemented starting in 2022 and 2023. In principle, it is implemented once a year with all Masarouna partners, including existing implementing partners and new partners, although there can be exceptions to this. An additional CATool will be conducted early in 2025, with data available during the data collection phase of the evaluation.
 - Various metrics to monitor campaigns and social media as well as digital media context analysis per country. Consortium partner RNW Media conducts Digital Media Context Analysis (DMCA) to gain a thorough understanding of a specific implementing environment, including the digital and media landscape, challenges and opportunities, as well as the interests, needs and behaviours of young people. This includes, for example, online media, internet and mobile penetration, digital rights and inclusion, digital youth needs and the digital landscape and SRHR context. These thematic areas inform digital media context analysis per country and a set of digital strategies.
 - Summary of findings from the ToC Learning Trajectory, a multi-session learning trajectory led by Oxfam Novib for all Masarouna countries and partners. This will include summarized findings from discussions on the relevance of the ToC and its assumptions, long-term outcomes, intermediate outcomes and emerging themes.

The proposed **evaluation approach and methodologies to collect the primary data** should be informed by existing programme methodologies and data which are outlined below:

- **Key Indicator (KI) reporting:** Masarouna monitors progress (using both quantitative and qualitative data) on programme indicators aligned with the ToC outcome areas. For programme KIs related to the Strengthening Civil Society indicators and the thematic Result Framework of MoFA, target setting is established (annual or five-year targets, depending on the indicator), enabling the assessment of progress against these targets.
- **Outcome harvesting (OH):** Based on the complexity of the programme, Masarouna uses Outcome harvesting to identify, formulate, verify, and make sense of outcomes, trace policy

changes and adaptations, but also the implementations of those in practice, and captures changes in attitudes in the public sphere (e.g. political will of decision makers).

- **CATool:** Masarouna uses the CATool for monitoring and evaluation of capacities of implementing partners at national and regional levels. The CATool provides quantitative data on the perceived effectiveness of capacity strengthening approaches, sustainability of capacity strengthening, and (overall) contribution of capacity strengthening to alliance building, navigation in civic space and achieving influencing results. This includes a retrospective element to track perceived change in capacity over time.

In order to improve the robustness of the evaluation, we also encourage consultants to complement the methodologies mentioned above with others (see section 4.1).

5. Timeline, budget and deliverables

5.1. Timeline

This section outlines the overall timeline for the evaluation. Key considerations for the data collection phase are highlighted here to ensure the process aligns with programme principles and produces high-quality findings. The evaluation period is 2021 to 2025 with comprehensive data collection scheduled between May to September 2025. Additional data identified beyond this point may be referenced in the evaluation report. Data collection in this defined period is essential to:

Principles

- Align with Masarouna principles, particularly inclusivity, by ensuring that programme stakeholders can participate in the validation phase and provide feedback on the draft report, recognising that several technical staff and partner contracts will conclude by Summer 2025.
- Uphold "do no harm" principles, allowing programme stakeholders to review preliminary findings to ensure that they are communicated in a sensitive manner, in ways that are helpful for their own work.

Data availability

- Capture the most significant insights during the main data collection phase, as the volume of results is expected to decrease after Summer 2025.
- Collect sufficient data within the timeline, recognising that several technical staff and partner contracts will conclude by Summer 2025. Extending data collection beyond September 2025 could pose capacity constraints. There would be limited staff and partner availability to support data collection and challenges in reaching Masarouna's targeted stakeholders for data collection purposes. Connections with targeted stakeholders are typically facilitated by partners and with partners reduced availability, there would be limited opportunity to collect new data and insufficient representation of groups targeted by this evaluation.
- Support sufficient data sharing and availability, as Masarouna partners have strategically planned learning sessions between May and August 2025 to feed into the evaluation data collection phase. These sessions cannot be delayed as, after Summer 2025, several technical staff and partner contracts will be concluded.

Accuracy, credibility and reliability of findings

- Ensure the quality of the evaluation findings by providing opportunities for programme stakeholders to participate in validation and feedback rounds scheduled starting in September 2025 when more staff and partners are still contracted. Without their involvement, sense-making would be highly limited, compromising the accuracy, credibility, and reliability of the evaluation findings.

Phase	Deliverable	Tentative dates
Set-up	Reference Group established; approved by Steering Committee	Sept 2024
	Draft end evaluation ToR developed by commissioning manager, through consultation with Reference Group and key stakeholders	Sept - Dec
	End evaluation ToR finalized, approved by Reference Group	Dec
	Recruitment of the external evaluators/agency for evaluation	Dec – Feb
	Evaluators contracted; approved by Reference Group	
Inception	Evaluation implementation begins	Feb 2025
	Half day online sessions (7x), country and Regional/Global level	Feb - Apr
	Selection of national consultants per country	
	Inception report ready for review; approved by Reference Group	
Data collection, triangulation & analysis	Data collection, triangulation and analysis	May/June - Sept
Validation	Sensemaking and validation hybrid workshops (7x) with each country, Regional/Global level	Sept - Oct
Reporting	First draft report ready for review; subsequent drafts to follow	Nov
	Final report ready for review; approved by Reference Group	Feb
	Final report submitted to donor, by the formal donor deadline	1 May 2026
	Management response prepared; evaluation findings disseminated	May - Jun

Key moments of engagement envisioned once the evaluators are selected:

Inception

- Consultants conduct a desk review to understand the context and explore initial answers to the evaluation questions and to gain a comprehensive understanding of Masarouna and to determine how programme data can be utilised. This will help identify existing information and any knowledge gaps.
- Preliminary interviews with representatives from each consortium member, strategic partner and country teams are conducted. YP or the Youth Advisory Panel should also be engaged at this stage to provide advice, such as on reaching youth and ensuring methodologies and data collection tools are inclusive and appropriate for YP.
- Half day online sessions with each country and the Regional/Global level (7x) to refine and prioritize evaluation questions, to be incorporated into a comprehensive evaluation framework. This includes tailoring the proposed data collection plan to each context. The consultants are expected to design and facilitate these sessions, in collaboration with Oxfam Novib MEAL staff. Sessions will be paid by the programme (separate from the evaluation budget).
- The evaluators will oversee the selection of national consultants for data collection in each country. There should be opportunities for country teams to provide advice to the lead evaluators on the identified national consultants, ensuring that any significant concerns are addressed in the selection process.
- The evaluators develop an evaluation framework and research proposal, included in the draft inception report which includes a clear plan and tools to collect data. Consortium partners and, strategic partner, regional partners, Steering Committee and Reference Group will be invited to provide feedback on the draft inception report, to then be integrated by the consultant into a final version of the inception report. The proposal will combine methods designed to fill the gaps and build on the desk review findings, ensuring the evaluation questions are thoroughly addressed.

- This phase is concluded when a final inception report is produced by the evaluation team and approved by the Reference Group.

Data collection, triangulation and analysis

- Systematic collection of primary data through various methods, such as surveys, interviews, and focus groups. Masarouna partners would have had the opportunity to review these during the inception phase, and iterative adaptations may be required at this stage to account for the evolving security situation and contextual factors.
- Validation of (a sample of) monitoring data collected by programme staff.
- Analysis of gathered information (primary data collected by consultants and data collected by programme staff) to identify trends, contribution and insights through qualitative and quantitative analysis, and triangulation of data.
- This phase is concluded when preliminary findings are prepared.

Validation

- Initial findings will be tabled for sensemaking and validation during hybrid sessions for one or two days. These workshops will consist of 8 sessions: one per country, one for Regional Global level, and one overarching session. All will preferably be face-to-face and located in the relevant country, with the Regional-Global and overarching session located in preferably the Netherlands or Turkey. The consultants are expected to design and facilitate these sessions in close collaboration with relevant MEAL staff, to ensure that the sessions are sensitive to specific contexts. Masarouna attendees for the workshops will include stakeholders such as consortium partners, strategic partner, regional partners, YP and the Youth Advisory Panel. Sessions will be paid by the programme (separate from the evaluation budget).
- This phase is concluded with the completion of the sensemaking and validation workshops, including a summary produced of the findings and participants.

Reporting

- Based on feedback from key stakeholders in the validation phase, the evaluators will prepare the final draft report.
- The final draft report will undergo two review processes. One will involve a wide range of stakeholders, including consortium partners, strategic partners, regional partners, the Steering Committee, and the Reference Group. The other will focus on a smaller, core group of reviewers, including but not limited to the Reference Group.
- This phase is concluded when the Reference Group approves the final draft, which serves as the end evaluation report, and the Steering Committee issues a management response. The evaluators are not expected to participate in the drafting of the management response.

In addition, the evaluators will be asked to present planning or draft findings to the Reference Group during the evaluation. At least two meetings are foreseen between the Reference Group and the evaluators, including meetings to discuss the inception report and preliminary findings.

5.2. Budget

The budget reserved for the MTR is set at maximum € 210.000.00 EUR (exclusive of VAT).

5.3. Deliverables

The following deliverables are part of this end evaluation:

- Design and facilitation of half day inception sessions (7x) with each country and Regional/Global level, including a summary of findings and participants.
- Draft and final Inception report, including updated evaluation questions and evaluation matrix describing methodology and data collection tools per evaluation question. Evaluators are

expected to incorporate feedback into the finalized version of the inception report. The commissioning manager and PMU will provide support by consolidating feedback and resolving any diverging viewpoints among programme stakeholders.

- Raw and processed data of both qualitative and quantitative data (if appropriate).
- Design and facilitation of 1 to 2 day validation sessions (7x), including summary of findings and participants.
- Draft reports and final reports (in English) which:
 - Are a maximum of 50 pages excluding annexes, utilizing annexes as necessary for additional content (see Annex 10.5 for suggested format).
 - Addresses all evaluation questions through applied methodologies and consolidate findings from regional/global and country levels to form a coherent whole.
 - Includes country-specific chapters that can serve as standalone reports.
 - Includes recommendations directly linked to evaluation findings to enhance the sustainability of future strategies and collaborations.
 - Is in compliance with requirements specified in the Masarouna Programme Grant Decision and IOB quality criteria for evaluations (see Annexes 10.2 and 10.3). Reports may be translated into Arabic by the programme or country teams.

6. Evaluation management

The evaluation will engage a diverse array of internal and external stakeholders, including but not limited to a Reference Group, Steering Group, Programme Management Unit, Commissioning Manager, Procurement Specialist, Selection Committee and Youth Advisory Panel. Please see Annex 10.6 for an overview of the different roles, responsibilities and of key (internal) stakeholders involved.

7. Dissemination strategy

The evaluation report(s) will be owned by the Masarouna Steering Committee which is responsible for further dissemination. A final report will be shared with MoFA, Masarouna consortium and partners. Report dissemination must align with Masarouna Risk Guidelines and advice of the Masarouna Communications and Influencing Working Group.

8. Submitting proposals, award criteria and selection procedure

8.1. How to submit proposals

This evaluation is initiated by Oxfam Novib and its procurement rules apply to awarding this assignment. A procedure requesting for competitive quotations is to be implemented. Below the main requirements and timeline is listed.

- Bids should include the following documents:
 - A brief approach paper (max. 10 pages) including:
 - The consultants' understanding and interpretation of the ToR.
 - A description of the proposed approach, detailing the methodology and data collection methods for each evaluation topic, as well as the process for refining evaluation questions during the inception phase.
 - In line with the principles described in section 2, describe the preferred approach to operationalize the guiding principles of the evaluation.
 - An overview of the perceived risks and mitigation strategies.
 - A summary of team composition and expertise.
 - A work plan detailing the assignment timeline linked to expected deliverables.

- At least two relevant reference assignments previously performed by the evaluators that are comparable in content, time and budget.
 - Roles and responsibilities of team members, including summary of qualifications and CVs (also see Award criteria below). This should be of no more than 4 pages per member, including contactable references.
 - Copy of the registration with a Chamber of Commerce. This is not limited to Dutch registration and for non-Dutch applicants, relevant registration documents are permissible.
 - A total budget (in Euro, excluding VAT) with a cost breakdown in days or hours spent and the related fees for the tasks (making the distinction for each consultant). Costs for international travel/accommodation/DSA are expected to be included in the total evaluation budget. Costs of any necessary travel within The Netherlands to Oxfam headquarters are reimbursable. Actual costs shall be reimbursed in accordance with Oxfam Novib's expense policy for consultants.
- Any questions, remarks or requests for clarification can be sent to claire.mansfield@oxfamnovib.nl before **20 January 2025**.
 - Proposals should be sent to Commissioning Manager claire.mansfield@oxfamnovib.nl, with copy to Masarouna Programme Manager marouschka.buijten@oxfamnovib.nl, no later than **31 January 2025**.

8.2. Award criteria

The evaluation of the proposals will be based on the best value for money covering technical quality (the approach paper and the CV of the evaluators) and price of the quotation. Only quotations with combined scores of at least 60 points for the technical award criteria (approach paper and CV) qualify for the assignment.

8.2.1. Assessment of approach paper

This will be based on 1) Understanding of the assignment and 2) Realistic planning, given the assignment, with the best fitting approach for the assignment given the most points.

8.2.2. Assessment of CVs

The assessment of CVs will be based on appropriateness of the proposed team of consultants based on the criteria below. The best fitting set of CVs for the assignment will be given the most points. The following competencies should be made clear in the set of CVs provided:

Required:

- No previous involvement in Masarouna programme (e.g. programme design) and no affiliation with Masarouna partners, to ensure the external nature of this review. For former Oxfam staff who directly supported Masarouna (for example, with project management responsibilities), this would make them ineligible for the assignment. This is applicable for the main consultant team, as well as any national consultants that are identified in the inception phase and sub-contracted by the main consultants.
- Given the complexity and nature of this assignment, it is expected that applicants will include a team of consultants. Members should have experience with working in (or a team representing) the MENA region – and conducting evaluations in particular.
- Has previously completed at least two assignments of comparable scope, duration, and budget, including managing a pool of locally based consultants and demonstrating experience in coordinating and collaborating with national or regional consultants.

- Experience in evaluating the content and intervention strategies relevant to the Masarouna Programme (SRHR for diverse young people, digital media, civic space, influencing, and CSO capacity strengthening). This includes, for example, experience with digital (media) approaches.
- Has proven experience engaging with YP as part of evaluations. This includes working with YP to ensure their inputs are thoughtfully integrated, while addressing their specific needs and potential challenges.
- Strong experience in designing and facilitating group sessions, with a proficiency in utilizing both online and offline tools.
- Good understanding of and experience in participatory, youth-led MEAL and feminist/gender transformative MEAL.
- Ability to organise and deliver products on time against a tight deadline.
- Excellent networking and problem-solving skills, with the ability to handle feedback from diverse stakeholders with sensitivity.
- Strong analytical and synthesis skills.
- Strong writing and communicative skills (including intercultural communication).
- Excellent command of English and Arabic.

Preferred:

- There is a strong preference for consultants with existing access to a pool of nationally based consultants in the MENA region.
- Knowledge of the quality criteria of the Dutch Policy and Operations Evaluation Department (IOB) for executing of evaluations.
- Experience with evaluations in a network/con-federal setting.

8.2.3. Assessment of prices

The maximum budget for this assignment is described in section 5.2. The evaluators should provision to cover all costs associated with the assignment. This includes, but is not limited to, the following:

- Desk review of provided documents, writing and editing of written inputs.
- Office-related costs which may include communications (phone, mail, photocopying, etc). No costs of this nature may be charged in addition.
- Costs for international travel/accommodation/DSA.

Costs of any necessary travel within The Netherlands to Oxfam Novib's headquarter are reimbursable. Remuneration is based on submission of final deliverables as mentioned in section 5.3 of this Terms of Reference.

8.3. Selection procedure

The assessment of proposals will start with assessment of the administrative criteria, outlined in the table below. These criteria are knock-out criteria meaning that if these are not met in a proposal, a proposal will be put aside and the award criteria of the proposal will not be assessed. Proposals that meet administrative criteria will then be assessed against award criteria. Award criteria are assessed according to a distribution of points.

Criteria		Max. Point
Administrative Criteria		
Quotation received within deadline		KO
At least two relevant reference assignments previously performed by the supplier, comparable in content, time and money		KO
Copy of the registration with the Chamber of Commerce		KO
CV of the proposed evaluators, proving relevant experience and/or diplomas. CVs demonstrate no previous involvement in Masarouna programme and no affiliation with Masarouna partners		KO
A brief proposal (max. 10 pages), as per guidelines in section 8.1		KO
Demonstrates sound communication skills (written, verbal)		KO
Within budget		KO
Award Criteria		
Technical Criteria	Approach paper	30
	CVs	40
Price (considering total cost, hourly rate, budgeting of hours required)		30
Maximum score		100

To reiterate, only quotations with combined scores of at least 60 points for the technical award criteria qualify for the assignment. Interviews will be organised in the following two weeks with at minimum the three suppliers with the highest scoring quotations. The purpose of the interviews is to seek further clarification on the submitted quotations and learn more about the background and previous experiences of proposed consultants and their competencies. After the interviews, the total points scored on the award criteria can be reassessed.

9. Disclaimers

Oxfam Novib may require the applicant to clarify its proposal and/or provide supporting documentation. However, the applicant may not modify its proposal after the deadline for submission of proposals. Oxfam Novib reserves the right to depart from or modify the Terms of Reference until the moment of contract signing. The Terms of Reference may be adjusted before signing of the contract with the commissioned consultants, in consultation with them and based on inputs or suggestions from the consultants and the MTR Reference Group (which is currently being established by the Masarouna Consortium).

Oxfam Novib reserves the right to stop the purchase procedure completely or partly, temporarily or permanently until the moment of contract signing. In these situations, applicants are not entitled to reimbursement of any costs or damages incurred in connection with this purchase procedure.

Proposals should be valid for at least three months after the deadline for handing in proposals. Oxfam Novib cannot be charged in any way for costs related to preparation and submission of a proposal. This can also include interviews and/or providing further information about the proposal.

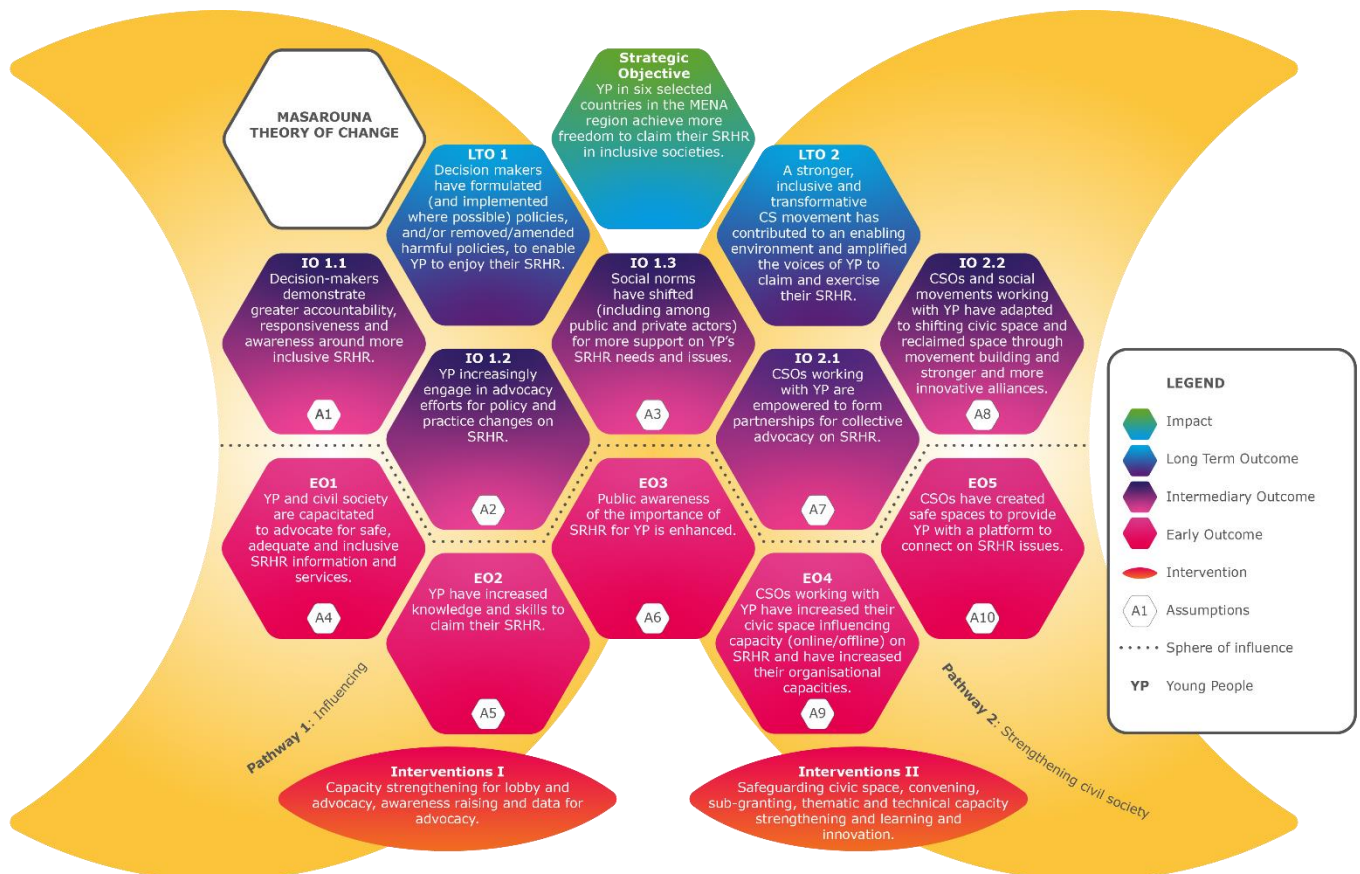
The risk of any costs and/or damages which may arise by not awarding this contract to an applicant lay solely with the applicant. Oxfam Novib cannot be held responsible for any such costs or damages.

By submitting a proposal, the Applicant agrees all the terms and conditions specified in this procedure and the provisions of the contract template. The proposal will not contain any reservation(s) to these terms and conditions. A proposal with one or more reservations can be excluded from the procedure.

10. Annexes

10.1. Masarouna Theory of Change

Assumptions and risks related to the Masarouna Theory of Change are not included here due to confidentiality; however, they will be shared with the selected consultants at the start of the assignment.



10.2. Masarouna Grant Decision

Excerpt regarding the End Evaluation:

You are required to conduct an external independent end evaluation for the period of 2021-2025 taking the following into account:

- The evaluation for each strategic partnership programme must adhere to the updated IOB quality criteria which will be developed;
- You will commission and budget the end evaluation as part of the overall programme budget;
- Focus of the evaluation will be twofold, both programmatic and partnership collaboration as described above;
- You are required to establish a reference group consisting of internal and external members of the consortia; the Ministry of Foreign Affairs focal point is required to be among the reference group members. The reference group will need to review and approve the following:
 - Terms of Reference;
 - Selected consultant(s) to be contracted as evaluator;
 - Inception report by the evaluator;
 - End evaluation report by the evaluator.

¹An independent external Strengthening Civil Society evaluation will be commissioned by the Ministry of Foreign Affairs for which a sample of countries/Strategic Partnerships will be included. I will bear the costs of this evaluation. If the Strategic Partnership you and I have entered into is included in this sample, you must fully collaborate during the baseline, midline and endline phases of this Strengthening Civil Society evaluation. Further details will be provided and discussed separately.

10.3. IOB quality criteria for evaluations

To be downloaded from: <https://english.iob-evaluatie.nl/publications/guidelines/2022/04/22/evaluation-quality-criteria>

10.4. Evaluation questions

The following are evaluation questions serve this evaluation. It is considered essential to refine the evaluation design and questions during the inception phase to align with Masarouna principles and to be able to adapt to the constantly evolving context. As such these questions are not considered final. **This approach ensures that programme stakeholders can be meaningfully involved in the evaluation process and that a conflict sensitive approach is assured.** The topics have been intentionally designed to meet standard Grant Decision requirements, ensuring a focused evaluation scope with a manageable number of questions.

Questions:

Theory of Change

- Is the programme's Theory of Change, including its mechanisms and assumptions, valid?
- What are some possible adaptations to the ToC and interlinkages between pathways?

Effectiveness of the programme

- What are the specific activities carried out under the programme and how has funding been allocated across these areas?

¹ As of 2024, the IOB indicates that they will no longer provide feedback on the Terms of Reference for the final evaluation report.

- How are organizational risks identified (including organizational risk such as Sexual Exploitation, Abuse, and Harassment (SEAH), fraud, and corruption) captured, monitored, and responded to by the programme throughout its implementation?
- What are the main contextual factors (e.g. policies, practices, actors, digital context) at country and Regional/Global levels, including any shifts in (digital) civic space, and how have they contributed to or hindered the accomplishment of objectives.
- How effective were programme strategies and activities in achieving its objectives: Did the program achieve its intended output and outcomes? This should assess the programme’s effectiveness in achieving its 5-year targets at both output and outcome levels, with a focus on the Strengthening Civil Society and thematic Result Framework indicators of MoFA.
- What are the programme’s contribution to the achievement of outcomes, including positive, negative, intended and unintended outcome. To what extent changes can be attributed to the program? This includes identifying local teams, groups or initiatives that stood out in terms of effectiveness; identify what teams or initiatives did differently than others and derive learnings to benefit all stakeholders.
- Are there unintended or unexpected effects (both positive and negative) that have emerged?
- How effectively has the programme integrated and addressed its crosscutting themes – gender transformative approach, youth engagement, innovation and digitalization, conflict sensitivity – across its activities and strategies? This should consider the various (unexpected/unintended) effects of the programme on marginalized groups and whether the programme was able to address root causes of (gender) inequality.

Partnership Coherence and Collaboration

- To what degree is there alignment of goals and strategies among the partners in the programme, with MoFA, embassies and with other relevant external stakeholders (e.g., governments, civil society organisations, young activists, private sector, donors, embassies), including any tensions, synergies, and efforts to enhance complementarity in achieving programme objectives?
- How and in what ways do Southern partners influence decision-making and lead key aspects of the programme implementation, thereby fostering localization and Southern leadership

Sustainability

- To what extent have the programme's strategies and activities, including co-creation and joint decision-making with young people, local partners, and Consortium members and adaptability in response to changing circumstances, contributed to the programme's sustainability and results?
- What opportunities exist to ensure continued ownership, trust and effectiveness in future collaborations?

10.5. Suggested evaluation report format

The following format combines the format proposed by the donor guidance document “Extra information on the SCS ETEs” and Oxfam Novib evaluation standards. Revisions to this format should be done in consultation with the Evaluation Commissioning Manager.

1. **Cover page**, identifying the report as an evaluation and stating:
 - Evaluation title
 - Programme/project title /affiliate identification code
 - Geographical coverage (global; region; countries)
 - Date that evaluation report is finalised
 - Consultant(s) name(s) and logos; Consortium and strategic partner logos (if appropriate)
 - Appropriate recognition of donor support

- Clear statement that the report cannot be used externally
- 2. **Table of Contents**
- 3. **Glossary and List of abbreviations**
- 4. **Executive summary** (3-4 pages), in English, and that can be used as a stand-alone document
- 5. **Introduction** (1-3 pages)
 - Background of the partnership programme
 - Objectives of the End Evaluation and evaluation questions
- 6. **Methodology** (3-5 pages)
 - Methodology and approach
 - Bias and limitations including a discussion of the consequences of these biases and consequences of these for the evaluation findings
- 7. **Presentation of findings and analysis**
 - Programmatic focus of the partnership programme (overall) (approx. 20 pages)
 - Description of context
 - Theory of Change
 - Including an assessment of the relevance of the ToC and the validity of assumptions underlying the ToC
 - Adjustment made to the ToC due to changing contexts (if relevant)
 - Effectiveness
 - Including a description of the activities of the programme and a mapping of (allotted) funding/budget(s)
 - Including achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators (disaggregated as per the SCS IATI indicator guidelines.)
 - Including unintended/unexpected effects
 - (Preferably also) Including achievements to date on the overall results framework of the programme
 - Including an assessment of the contribution of the partnerships towards achieved outcomes
 - Crosscutting themes (gender transformative approach, youth engagement, innovation and digitalization, conflict sensitivity)
 - Partnership Coherence and Collaboration (overall) (approx. 5 pages)
 - Sustainability (overall) (approx. 5 pages)
- 8. **Conclusions** (approx. 3 pages)
- 9. **Recommendations** (approx. 2 pages)
- 10. **Appendices**
 - Summary document with main findings and recommendations (in English). The exact format to be confirmed and agreed upon at a later stage Masarouna PMU.
 - Information per country/region (approx. 10 pages per country and regional/global)
 - Country 1
 - Description of context
 - Theory of Change
 - Including assessment of the relevance of the TOC and the validity of assumptions
 - Adjustment made to the TOC due to changing contexts (if relevant)
 - Effectiveness
 - Including a description of the activities of the programme and a mapping of funding
 - Including achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result

- Approval of evaluation deliverables will be determined by majority vote, with the Steering Committee discussing the best course of action in the event of a tie. Further details can be found in the Reference Group ToR (see Annex 10.7).

The **Steering Committee** will:

- Approve the Reference Group members.
- Provide advice for key deliverables: evaluation ToR, consultant selection, draft and final inception report, validation sessions, draft and final reports, management response, including providing advice to the Reference Group.
- Approve the management response.

The **Masarouna Programme Management Unit (PMU)** will:

- Oversee the proper briefing of the evaluators.
- Oversee the introduction of evaluators to the internal stakeholders in Oxfam and ensure cooperation of the latter to the endline evaluation.
- Provide advice for key deliverables: evaluation ToR, consultant selection, draft and final inception report, validation sessions, draft and final reports, management response, including providing advice to the Reference Group.
- Draft the management response on behalf of the Steering Committee, adapting this based on inputs from key stakeholders; to be approved by the Steering Committee.

The **Commissioning Manager** will:

- Oversee the overall process of the end evaluation including serving as contact point between the evaluators, Reference Group and Steering Committee.
- Draft the Reference Group ToR and the end evaluation ToR with support and input from programme stakeholders, to be approved by the Reference Group.
- Facilitate communication and organise meetings for the Reference Group,
- Collect technical advice, information and input from key internal stakeholders to advise the Reference Group and Steering Committee.
- Support the briefing and introduction of evaluators to the internal stakeholders in Oxfam.
- Together with the procurement specialist, organise the selection procedure for the evaluators; and assure the issuing of the contract and fulfilling of contractual obligations (when positively advised by the Reference Group).
- Provide advice for key deliverables: evaluation ToR, consultant selection, draft and final inception report, validation sessions, draft and final reports, management response, including providing advice to the Reference Group.

The **Procurement Specialist** will:

- Provide advice for the end evaluation ToR; to be approved by the Reference Group.
- Ensure accountability and transparency in selecting the evaluators according to Oxfam Novib's procurement regulations, and oversee the issuance of the contract and fulfilment of contractual obligations, based on the Reference Group's recommendations.

Regarding **selection of consultants**:

- For identifying main consultants, a Selection Committee will consist of the commissioning manager, the programme manager, members from the consortium and strategic partner. A member of the Reference Group and a partner of the Masarouna programme will be invited to join the Selection Committee. This committee will identify a shortlist of candidates based on an assessment of CVs and award criteria (see section 8) and conduct interviews with shortlisted

candidates to identify preferred candidates, which will be presented to the Reference Group for approval.

- For identifying national consultants, the lead consultants will retain decision-making authority and maintain contractual relationships with national consultants to ensure independence and minimize bias. There is a strong preference for consultants with existing access to a pool of nationally based consultants in the MENA region who they draw upon for this assignment. Upon request of the lead consultant, country teams can support the identification of potential national consultants. Programme stakeholders and the Reference Group will have the opportunity to provide input on the requirements for the national consultants for their respective countries, ensuring alignment with Masarouna principles and addressing any significant concerns in the selection process. Consortium members, strategic partner and country teams will have veto rights when determining the selection of local consultants per their respective country. This measure is necessary to ensure the safety and security of Masarouna partners and programme participants, and alignment with Masarouna's feminist principles.

A **Youth Advisory Panel** is also envisioned for this evaluation, consisting of youth who are either internal to or familiar with Masarouna. Their role would be to provide strategic advice on the evaluation process. Unlike the Youth Evaluation Group involved in the Midterm Review, they will not be involved as co-researchers or enumerators in data collection to ensure a manageable workload for evaluators and address potential security constraints. The panel is anticipated to be coordinated by Oxfam Novib, with members and providing their advice at key moments throughout the evaluation process to the evaluators and Reference Group. Programme staff and partners would assist in identifying potential members such as making the initial contact through their networks to recruit them. A Terms of Reference (ToR) for this group will be developed by Masarouna starting in December 2024, with the intention to finalize the ToR in consultation with the evaluators once they are contracted.

For other key internal stakeholders, notably the **Project Coordination Committee (PCC)** which includes Project Leaders from consortium and strategic partners and the **Consortium MEAL & Knowledge Group**, they will provide advice for key deliverables: evaluation ToR, consultant selection, inception report, draft and final reports, management response.

10.7. Reference Group Terms of Reference

Excerpts regarding purpose, roles and meeting protocol

In the Masarouna Programme Grant Decision dated 11 December 2020, MoFA specifies that a Reference Group is required for the end evaluation of the programme, not the MTR. However, it was considered good practice to already have a Reference Group in place for the MTR. A Reference Group was established for the MTR and these members are invited to serve again for the Reference Group for the end evaluation, to benefit from their advice and gained experiences from the MTR.

The purpose of this Reference Group is to ensure an inclusive, participatory and gender-transformative approach, sufficient academic quality, and ample opportunities for expertise and diverse experiences to inform the Masarouna , end evaluation and future programming. Members have technical expertise on Monitoring and Evaluation (M&E) as well as other expertise to address different professional angles: research, evaluation, consultancy, digital data and (digital) media, international NGOs, local civil society, and the donor community. Such expertise helps assure the overall quality of the evaluation.

The Reference Group is a six-member group. To achieve balance, it consists of internal members from the consortium and/or local partners as well as external members. A MoFA focal point will be among the internal members, as required for the end evaluation. The Masarouna Steering Committee confirms the members of the Reference Group.

Members of the Reference Group will:

- Review, provide advice and approve the:
 - End evaluation Terms of Reference
 - Evaluators/agency selected for the assignment
 - Inception report, draft and final report
- A Reference Group member may be part of the Selection Committee tasked with reviewing proposals and shortlisting candidates, attending interviews and drafting advice on the preferred external evaluators/agency to select for the evaluation.
- Provide advice for the draft management response, a brief document where the programme management team provides their overall impression of the evaluation findings and recommendations.
- Assist the evaluators and/or commissioning manager where possible in seeking sector-specific or technical advice when advice may not already be present in the Reference Group;
- For internal Reference Group members: Support where possible the internal dissemination of the evaluation findings amongst members' organisations and teams, in alignment with the evaluation dissemination strategy and confidentiality agreements.

The Reference Group is considered independent of the external evaluators and is free to formulate its advice independent.

Where deemed appropriate by the evaluation commissioning manager, communication with Reference Group members will be conducted either through online meetings or via email. All Reference Group members shall declare any potential conflict of interest before the commencement of each meeting. For group meetings, the commissioning manager or programme manager can serve as chair.

There is expected to be at least six Reference Group meetings to discuss the following: 1) kick-off meeting, to review evaluation objectives and requirements 2) the end evaluation ToR 3) the consultancy recruitment 4) the Inception report 5) draft report 6) the final report. Reference Group input will be gathered and documented through discussions during meetings, written feedback (e.g. comments in draft reports), and/or meeting notes. The evaluation commissioning manager will be responsible for sharing content from the minutes with relevant stakeholders, such as the evaluators. The Steering Committee and/or evaluators may attend meetings, which will be determined by the commissioning manager.

Where required, the Reference Group will provide approval in writing via email. If not all members approve, the decision will be made by majority vote. In the event of a tie, the Steering Committee will discuss and determine the best course of action. In case of a potential conflict of interest, the commissioning manager shall decide, in consultation with Reference Group and the Steering Committee, whether a Reference Group member should be absent from a discussion. Reference Group proxies or replacements are not permitted without prior approval of the Steering Committee.