TERMS OF REFERENCE (TOR)
FOR EXTERNAL EVALUATION OF THE REGIONAL ACTION:
FURTHERING GENDER EQUALITY THROUGH
THE EU ACCESSION PROCESS (2020-2024)

Implemented by:

1. *Context and Background*

1.1. **Short Description of the Action**

Gender equality is a fundamental value of the European Union (EU), and, as such, must be streamlined in the EU Accession Process of the Western Balkans (WB). Ensuring that a gender perspective is integrated in all programs, as well as in the Instrument for Pre-Accession (IPA), involves joint efforts of institutions, governments, National IPA coordinators (NIPACs), line ministries, EU officials, as well as women's rights civil society organizations (WCSOs). WCSOs' expertise and knowledge is key in supporting WB governments in mainstreaming gender in their programs and ensuring attention to gender equality during the EU Accession process. Therefore, this Action aimed to further gender equality in the WB through the EU Accession Process.

The **overall objective** of this four-year Action (2020-2024) was to enhance and broaden existing regional cooperation, to strengthen participatory democracies and to bring about an inclusive gender-sensitive EU Approximation process. Towards this aim, the Action's specific objectives included:

- To enhance WCSO capacities to effectively engage with governments, EU Delegations and Office (EUD/ EUO), local CSOs and other CSOs in the region, making all involved actors aware of the gender dimensions of the EU Accession process;
- To improve accountability of governments and EUD/EUO in implementing commitments to gender equality and women's rights during the EU Accession process.

The Action included the following **activities**:

- Networking and experience exchange meetings and events for the regional network of WCSOs aimed at strengthening their influence on the EU Accession process and expanding the existing regional network of WCSOs;

- Capacity building and awareness-raising for diverse CSOs on gender aspects of the EU Accession process;

- A high-level Regional Forum on Gender Equality in the EU Accession;

- Producing gender analyses for different sectors at a national level, particularly where such analyses are lacking;

- Collaborating with local WCSOs for monitoring and reporting on the implementation of gender equality commitments by governments;

- Monitoring and preparing reports to inform and gender mainstream EC Country Reports and political dialogue related to EU accession; and

- Advocating for an improved gender perspective in the EU Accession process at national and regional levels.

The Action addressed the following **target groups:**

- WCSOs and CSOs working in the areas of gender equality and EU Accession in the WB, including local and grassroots organisations in the region;

- Other CSOs from WB countries operating in different sectors;

- Government officials and institutions particularly those engaged in the EU Accession process, such as institutions and/or sectors for EU integration within governments, National IPA coordinators, National Gender Equality Mechanisms, State statistical offices and others;

- EU Delegations and Office in each country, the European Commission, European Parliament and EU Member States;

- The general public in WB countries.

Key results achieved through the Action:

- Improved networking and participation of existing regional women's rights advocacy network to mainstream gender in the EU Accession process;

- Contribution to policy and decision-making processes by direct involvement of CSOs in these processes at national, regional and EU level;

- Successful sub-granting component, providing 30 grants awarded to civil society organizations (CSOs) from 6 countries (North Macedonia, Albania, Kosovo, Serbia, Montenegro, Bosnia and Herzegovina), amounting to € 438.143;

- Over 1300 women benefiting directly through different trainings, capacity buildings, legal aid, etc. in 6 WB countries;

- Diverse local women's rights groups' strengthened capacities that enable increased and improved participation in the EU Accession process;

- Enhanced capacities of CSOs to effectively engage with governments, EUD/EUO and other CSOs in the region, making these actors more aware of the gender dimensions of the EU Accession process, their importance and agency;

- Improved accountability of governments and EUD/EUO in implementing commitments to gender equality and women's rights during the EU Accession process and mainstreaming gender in EU Accession process, politically and financially;

- Over 15 evidence-based baseline and follow up monitoring reports, improving knowledge and understanding the gender mainstreaming of the EU accession processes, through continuous monitoring of these in each of the WB countries;

- Over 15 national gender analyses of unanalyzed sectors in the partner countries that inform stakeholders and relevant target audiences and contribute to the mainstreaming of the EU accession processes in each partner country.

1.2. Background

The EU has committed to mainstreaming gender in both political dialogue and programming, as well as to increasing its support to women's rights defenders and CSOs, both in the Comprehensive Approach to the EU Implementation of UNSCR 1325 and in the EU Gender Action Plan (GAP) II and the follow up GAP III. The EU has set the ambitious target that 85% of national and regional actions will receive an OECD gender marker 1 or 2 by 2025. However, EUD/EUO staff has also faced challenges in terms of sufficient human resources and gender expertise needed to ensure that all programs involve a gender perspective. Moreover, the fact that governments must take ownership over IPA programming, means that sometimes the EU has struggled to ensure that governments and contractors attend to gender equality and women's rights in EU-funded programs. While counties have laws on gender equality (or on equality between women and men), National IPA coordinators (NIPACs) and line ministries lack expertise in gender mainstreaming. Often political will also is lacking. The extent to which EU officials have consulted women or WCSOs to inform political dialogue on EU Accession has been mixed during the period before this Action took place (and beyond), depending on individuals more than an institutionalized approach. Women's rights groups have extensive expertise and knowledge in gender analysis and gender mainstreaming, which can support the government in mainstreaming gender in its programs and ensuring attention to gender equality during the EU Accession process. However, before the Action implementation, save a few best practices, the expertise of women's rights groups has been barely recognized or utilized in the EU accession process, thus gender perspective remained to be largely missing. More broadly, realizing the plethora of Accession-related reforms may become difficult without support of diverse citizens in implementing reforms.

This Action built on the work of our regional advocacy network consisting of women's rights CSOs (WCSOs) from Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and our partner the Kvinna till Kvinna Foundation (Sweden). Our collaboration to advance women's rights and gender equality in the region has existed for more than two decades and includes research, monitoring, citizen engagement, coalition-building (across social, ethnic, religious, geographic and other divides), sub-granting, service provision and evidence-based advocacy targeting national governments, national gender equality mechanisms, Members of Parliaments (MPs), EU Delegation and Office (EUD/EUO), EU Commission, EU Member States and Members of the European Parliament (MEPs). Since 2009, members of our regional network with partner support from the Kvinna till Kvinna Foundation have advocated to governments and EU stakeholders, holding them accountable for their commitments regarding women's rights and gender equality, including the participation of women and WCSOs in the Accession process and visibility of women's rights issues in Accession-related documents. Evidence from our work both at a country level and in the region regarding women's rights and gender equality, including experience furthering WCSOs' capacities and monitoring the implementation of gender-related commitments in the EU Approximation process has informed this Action. It built on the accomplishments and lessons learned from the Sweden supported, mentioned Kvinna till Kvinna-implemented initiative, involving diverse Western Balkans (WB) WCSOs in mainstreaming gender in the EU Accession process.

The Action also represented a great synergy with the EU supported initiative by Kvinna till Kvinna and WCSOs in BiH, "Include Women in Change Processes". Additionally, it built on Kvinna till Kvinna and Reactor's joint EU-supported Action "Gender Equal EU integration? - building the capacity of women's CSOs in FYROM", which aimed to increase the participation and visibility of WCSOs and prioritisation of gender equality by national government in North Macedonia in the EU integration reforms. This Action also built on the lessons learned from KWN's experience supporting the EUO in Kosovo in mainstreaming

gender in IPA programming and contributing to the implementation of the EU GAP II (contract ending in 2019), by enabling monitoring of the impact of these service contracts that sought to further the capacities of the government and EUO to mainstream gender in IPA programs and to implement EU GAP II.

1.2 COVID-19 pandemic and its effects on the implementation of the Action

During the implementation period, the global pandemic deeply affected the world, thus having an impact on the implementation of the Action as well. The inception period of the Action coincided with the unexpected global COVID-19 pandemic and general lock downs that affected all the implementing partner countries and the EU. The new reality had some impact on the foreseen activities for the first year and some of the early processes took longer to be executed due to an overall halt that impacted relevant institutions and stakeholders, especially within the first six months of the Action, but not exclusively. This influenced the working conditions at overall level and imposed unexpected challenges and difficulties for all partners and stakeholders and the continuing COVID-19 pandemic, alongside the need to continue with special protection measures requiring social distancing, had an effect on all the foreseen events, consultations and networking activities. As a result, almost all planned face to face consultations and meetings were held online, especially during the first two years of the implementation, by using the available digital means for communications, as well as subscribing to new communication tools imposed as a must in the new COVID-19 reality. Some administrative processes were also delayed due to the disrupted functioning of the institutions and businesses at overall level, which were critical during the first implementing year.

Alongside the Covid-19 pandemic and the follow up crisis, another challenge interfered – the war against Ukraine, which further influenced many of the processes and had a substantial impact on the overall EU Accession processes of the WB country, which was of mixed nature and not always in line with the aims of the Action.

Nonetheless, despite the mentioned challenges and the multi-crisis reality, partner organisations managed to implement the Action and follow the foreseen action plan with no significant negative impact on the overall performance of the Action and the expected results. Minor setbacks caused by the COVID-19 pandemic and the restrictions it imposed at a general working level did not have any significant impact on the achievement of the Action outputs, outcomes and impacts. And, while it was challenging to reach out to national and regional CSO networks and stakeholders, during the first year, good and regular communication and cooperation was established at diverse levels relating to the Action (internal and external), which allowed for all the preparatory activities to run as planned. Partners ensured smooth communication over the course of the four years and made extra effort to deliver the foreseen outputs and contribute towards achieving the Action outcomes. At several instances, project timeframe and activities in all 5 countries, especially those related to travels and face to face meetings, had to be adapted. These changes were duly reported and approved by the contracting authority, and they should be reflected in the External Evaluation as well.

1.3 Geographic context

The Action was directly implemented at national, local and regional level in 5 Western Balkan countries: Albania, Bosnia and Herzegovina, Kosovo, Montenegro, and North Macedonia. It also included Serbia, the sixth WB country, through the sub-granting component and through additional support by one of the partner organisations - the Kvinna till Kvinna office in Skopje.

1.4

1.5 Duration of the Action and total resources allocated for the intervention

Action duration: 01/03/2020 - 29/02/2024
Total budget: 1.655.379,54 EUR
EU contribution: 1.241.534,65 EUR
Sweden contribution: 413.844,88 EUR

1.6 Key partners

The following women's civil society organizations participated in the Action as partners:
- Reactor – Research in Action (North Macedonia) (lead organization)
- Kosovo Women's Network (Kosovo)
- Albanian Women's Empowerment Network (AWEN) (Albania)
- Rights for All (Bosnia and Herzegovina)
- Women's Rights Centre (Montenegro)
- The Kvinna till Kvinna Foundation (North Macedonia Office)

2. *Purpose of the evaluation*

This is the final Action evaluation planed in line with the evaluation methods for the European Union's external assistance and the guidelines for project and programme evaluation. It was foreseen at design stage and it involves assessing the activities of Reactor – Research in Action as a lead organisation, as well as its partner organizations activities. The evaluation was planned to take place in 2024, after the whole Action was concluded.

The results of the evaluation will serve various purposes for the project partners: learning, shaping future advocacy efforts, and enhancing networking in advancing gender equality in the EU Accession process. Reactor – Research in Action and its partners will aim to use these results to gain insights into accomplished outcomes, positive impacts, encountered obstacles, overlooked opportunities, and future requirements in advocating for gender mainstreaming the EU Accession process. Given the extensive involvement of Civil Society Organizations (CSOs) in the Action implementation (including through the sub-granting scheme), it's also crucial to assess the level of satisfaction with collaboration and identify areas for improvement. Therefore, we welcome a time and resource efficient proposal for evaluating this segment as well, if possible, apart from the overall partner activities.

The evaluation report will inform the planning of future collaborative activities among partner organizations aimed at advancing gender equality and gender mainstreaming the EU accession process. The evaluation findings will contribute to designing comprehensive future activities based on beneficiary needs, perspectives, and lessons learned. Additionally, an online presentation of the evaluation findings will need to be organized to facilitate discussion on conclusions, lessons learned, and recommendations from the report. The Action partners will also strategize ways to ensure the sustainability of positive changes achieved and determine the most effective methods for disseminating knowledge products and transferring successful practices.

3. *Evaluation scope*

3.1 Scope of Evaluation

The evaluation should cover the entire Action duration (01/03/2020 - 29/02/2024). It should focus on the Action impact in Albania, Bosnia and Herzegovina, Kosovo, Montenegro, and North Macedonia, prioritizing and exploring in depth impact made in two countries. Due to budget and time limitations, we propose an in-depth approach in two countries and an overall approach for the remaining ones, as well as selecting specific components for a more in-depth evaluation of related outcomes. Conversely, we would also welcome an altered approach proposed by the evaluator(s), if it provides better insights and better contributes to and feeds the aims of the Action and of this evaluation as such.

This evaluation should cover the Action's designated beneficiaries, namely professionals within institutions and Civil Society Organizations (CSOs), alongside pivotal partners and stakeholders (e.g., sub-grantees) actively engaged in project implementation.

3.2 Objectives of Evaluation

The overall objectives of the evaluation are to:
- Assess the overall Action for its relevance, coherence, effectiveness, and sustainability, with particular emphasis on evaluating the outcomes and achievement of project goals.
- Identify key lessons and emerging effective practices and approaches (including networking) in the field of gender mainstreaming in the EU accession process, aimed at fostering a culture of learning.

4. *Evaluation Questions*

This evaluation will address key inquiries categorized into four analytical areas. The assessment will utilize the overarching criteria of relevance, coherence, effectiveness, and sustainability.

Evaluation	Mandatory Evaluation Questions
Relevance:	1) To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of the final beneficiaries?
Coherence:	1) Which human rights based, and gender responsive approaches have been incorporated through-out the Action and to what extent?
Effectiveness:	1) To what extent was the intended Action goal, outcomes and outputs achieved and how? 2) To what extent was the Action successful in developing quality evidence-based proposals for secondary legislation and programs for furthering gender equality in the EU Accession process? Why? 3) To what extent did the Action strengthen the regional network for addressing gender mainstreaming in the EU accession process? Why?
Sustainability:	1) To what extent the preconditions for sustainability of the Action results after the project ends are met?

5. *Design and approach*

The evaluation design and methodology should be customized based on the evaluation objectives and the characteristics of the target groups. In addition to assessing Action outcomes and impacts, it is essential to identify instances of exemplary practices and provide recommendations for refining implemented activities and introducing new initiatives. Regarding the methodological approach, we suggest employing a blend of qualitative and quantitative methods, incorporating a gender-responsive perspective, and ensuring data disaggregation by sex, while also utilizing a non-experimental design. It is imperative to consider the political and social context of the Action under evaluation, given the intricate situation in the Western Balkans region and the poli-crisis reality. The evaluator(s) are expected to outline the evaluation design and methodology in their proposal.

The evaluation process should include the following phases: *inception - developing evaluation design, fieldwork and analysis, final reporting.*

The evaluation should encompass the following methods:

- Secondary data analysis, analysing the content of already gathered data, existing documents, and literature, which includes information amassed throughout the Action's implementation phase, such as research findings, analysis reports, presentations, expert articles, progress updates, and annual reports.
- Conducting fieldwork, involving focus groups and/or interviews with partners, beneficiaries, and stakeholders (bearing in mind the wide geographical range of partner countries, online tools and channels are welcomed and preferred to lower the carbon footprint, as well as to meet time and budgetary constraints).

The available information sources comprise (but are not limited to):

- Action documentation.
- Annual and Interim Reports including their appendices.
- Regional/local gender analyses, advocacy documents, monitoring and evidence-based reports developed.
- Reports and deliverables from sub-grantees.
- Websites of project-implementing partners and sub-grantee organizations.
- Contact details of Action partners and sub-grantees for conducting interviews and gathering information.
- Contact details of secondary project beneficiaries for interviews and information collection.

Upon the selection of the evaluator(s), the Action partners will provide additional documentation necessary for smooth implementation of the evaluation, including a list of key stakeholders/institutions for consultations, necessary documents for review, the prescribed format for the inception/final report, and templates for presenting the evaluation findings and process, as well as existing results from the mid-term evaluation (ROM Mission) that took place at the end of the second year of the Action. It is important to mention that the Action team will closely support the whole evaluation process and offer its internal logistic backup, to ensure timely implementation and delivery within narrow timeframes.

6. Workplan

#	Phase	Deliverables	Description of Expected Deliverables	Time (date/month /year)
1	Inception - developing evaluation design	Evaluation inception report (language of report: English)	The inception report serves as an opportunity for both the Action partner(s) and the evaluators to ensure mutual understanding of the evaluation and to address any misunderstandings at the outset. Prior to commencing the technical mission and full data collection phase, the evaluators are required to prepare an inception report. This report should outline the evaluators' comprehension of the evaluation objectives and methods, demonstrating how each evaluation question will be addressed through indicators, sources, and data collection techniques as outlined in the evaluation matrix. Furthermore, the inception report should include a proposed schedule outlining tasks, activities, and deliverables, assigned responsibilities for each task or product. The report's structure should adhere to the suggested format outlined in the Annexes of this ToR.	04/08/2024
2	Fieldwork and analysis	Draft evaluation report (language of report: English)	This is the main fieldwork phase where secondary data is analysed, and additional field information is gathered. It will be concluded by a draft evaluation report that will be shared with the POs and discussed. At the conclusion of this phase of the evaluation process, an online presentation will be arranged to discuss the conclusions, lessons learned, and recommendations from the evaluation report. The draft evaluation report must fulfil the minimum requirements outlined in the Annexes of this ToR.	22/08/2024
3	Final reporting	Final evaluation report (language of report: English)	At the conclusion of the evaluation process the final report will be prepared. It's imperative that any pertinent comments from partners are seamlessly incorporated into the final version. The final report must also adhere to the minimum requirements outlined in the Annexes of this ToR.	29/08/2024

7. Evaluation Management Arrangements

The Evaluation Team/Senior Evaluator and the Action partner organisations (POs) will collaborate closely for smooth management and implementation of the evaluation. In case of an evaluation team, it can be comprised of one regional lead/main evaluator and supporting evaluation team members who can assist the process. In case of a single senior evaluator, the Action POs will provide full assistance and offer internal logistic support to the senior evaluator, ensuring timely response on key issues and logistics behind the

different phases of the evaluation.

The main evaluator will oversee the evaluation from inception to completion, manage the evaluation process under the supervision of an evaluation task manager from the Action lead partner, conduct data collection and analysis, and draft and finalize the report in English. In case of a single evaluator, the POs will ensure to support the data collection process and stakeholder communications.

Responsibilities of the contracted evaluator include providing qualifications information, assigning tasks, organizing evaluation activities, and ensuring timely delivery of evaluation outcomes within the established timeframe. Securing office space, telecommunications, arranging travel, if needed, translation or document printing (if any) will be also part of the responsibilities of the contracted evaluator. However, in case of a single evaluator, POs and the Action lead partner will support/manage logistical aspects such as administrative support, scheduling online meetings and events, and assist the dissemination of methodological tools such as surveys, which will be under the responsibility of the evaluator(s). POs will try to facilitate communication with professionals in institutions, sub-grantee organizations, and decision-makers to be interviewed, and will support the organisation of stakeholder meetings during the evaluation process.

Payment to the evaluator(s) will be made upon completion of all the evaluation phases (1 - inception, 2 - draft report, and 3 - final report). The evaluation must adhere to the principles outlined in the evaluation methods for the European Union's external assistance and the guidelines for project and programme evaluation, as well as ethical guidelines for evaluations.

8. Requirements for the Evaluator(s)

Evaluator(s) must maintain independence from any organizations that have participated in designing, executing, managing, or advising any aspect of the Action under evaluation, as well as from other Actions funded by the EU and Sweden.

8.1. **Lead /Senior Evaluator**

Evaluation experience:
- At least 5 years in conduction of at least 2 external evaluations as a lead, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods,
- Expertise in gender and human-rights based approaches to evaluation and issues of gender equality and EU accession process,
- Experience in collecting and analysing quantitative and qualitative data,
  Experience in planning and conducting of semi-structure interviews,
- Proven history of effective team leadership and management, coupled with strong interpersonal and communication abilities to facilitate comprehension and utilization of the evaluation.
- Excellent communication skills, adeptness at engaging with diverse stakeholders, and ability to articulate ideas and concepts concisely.
- Regional expertise and familiarity: comprehensive understanding of gender equality dynamics and EU accession-related matters in Western Balkan nations is essential.
- Language proficiency: fluency in English is a prerequisite. Fluency in WB languages (Albanian, Macedonian, and Serbian language) will be considered an asset.

Evaluation experience:

- At least 3 years in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods,
- Expertise in gender and human-rights based approaches to evaluation and issues of gender equality and EU accession process,
- Experience in collecting and analysing quantitative and qualitative data,
  Experience in planning and conducting of semi-structure interviews,
- Proven history of effective team leadership and management, coupled with strong interpersonal and communication abilities to facilitate comprehension and utilization of the evaluation.
- Excellent communication skills, adeptness at engaging with diverse stakeholders, and ability to articulate ideas and concepts concisely.
- Regional expertise and familiarity: comprehensive understanding of gender equality dynamics and EU accession-related matters in Western Balkan nations is essential.
- Language proficiency: fluency in English is a prerequisite. Fluency in WB languages (Albanian, Macedonian, and Serbian language) will be considered an asset.

A gender diverse team, with women being represented, is a prerequisite. Also, we welcome women evaluators as a Senior/Lead Evaluator.

The evaluator(s) are required to implement precise safeguards and protocols to safeguard the rights of individuals participating in the evaluation. They must have a plan that includes:
- Ensuring the protection of respondents' rights, including privacy and confidentiality.
- Detailing the process for obtaining informed consent and ensuring that the identities of individuals consulted during data collection remain confidential.
- Designing data collection tools in a culturally sensitive manner that avoids causing distress to respondents.
- Organizing data collection visits at suitable times and locations.

9. Specifications for the Submission of Offers

Application must include the following documents:

1) Technical offer, including work plan and distribution of workdays per phase and timeframe.
2) Financial offer based on days and daily rates,
3) CV(s) of key expert/consultant (and supporting team, if any) in accordance with the above-required competencies.

*Please note that the Action is VAT exclusive.

Applications must be sent via email to Reactor – Research in Action at info@reactor.org.mk, with the subject line "Evaluation offer," no later than 5pm CET on July 26th, 2024.

10. Annexes

10.1 Expected outline of inception report

The inception report should be structured as follows:

1. Background, Purpose and Objectives

> a) The intervention logic of the Action under evaluation is outlined.
> b) The evaluation's purpose, objective(s), and scope are clearly defined and aligned with the Terms of Reference (ToR).
> c) The primary users and intended utilization of the evaluation findings are specified.

2. Evaluation Design and Approach

2.1. Methodology and Methods

> a) The methodological approach proposed in the Inception Report aligns with the evaluation's purpose, objective(s), and questions as outlined in the Terms of Reference (ToR), ensuring the reliability of the findings.
> b) The objectives presented are pragmatic and feasible, considering the available information that can be gathered within the evaluation's context.
> c) Criteria and reference frameworks for making evaluative judgments are clearly defined.
> d) Methods for ensuring quality assurance and triangulation are outlined.

2.2. Evaluation Matrix

> a) The choice of indicators, sources and methods used to answer the evaluation questions, and the triangulation thereof, is presented and mapped against each evaluation question.

2.3. Data Collection Instruments

> a) Data collection instruments to be applied during the evaluation are outlined.
> b) The sequencing of data collection instruments is outlined and follows a logic.
> c) Relevant interview partners are identified, and approximate numbers indicated.
> d) Key documents to be consulted are identified and approximate numbers indicated.
> e) Reasonable sampling strategies are developed for each data collection instrument.
> f) Tools (e.g. interview topic guides, questionnaires) are elaborated and annexed.

2.4. Data Analysis

> a) The process of data processing and interpretation is explained.
> b) The data analysis plan and methods are thorough and presented in a clear manner.

2.5. Limitations, Risks and Mitigation Measures

> a) All potential limitations of the evaluation and the suggested methodology are emphasized, along with their implications for the evaluation.
> b) Suitable measures to address the risks are recommended.

3. Quality Assurance and Ethical Considerations

> a) Methods to guarantee adherence to ethical standards and principles for conducting effective evaluations are detailed.
> b) Possible risks to both evaluation participants and evaluators are identified, and measures to mitigate these risks are proposed.
> c) Approaches used to protect the confidentiality and anonymity of sourced are outlined.

4. Workplan

> a) A workplan outlines timelines and deliverables for various stages of the evaluation process.
> b) Any modifications or adjustments made to the Terms of Reference (ToR) during the inception phase are clearly stated.

5. Annexes

> a) Data collection instruments, such as (semi-)structured interview guides, questionnaires.
> b) Comprehensive list of documents relevant for the evaluation.
> c) Comprehensive list of stakeholders.

10.2 Expected outline of draft report

The evaluation report should be structured as follows:

1. Executive Summary

> a) Presented as an independent section within the evaluation report.
> b) Comprises the chapters 2-7 as outlined below.

2. Introduction

> a) The evaluation's aim is explicitly outlined, specifying its timing, the intended recipients of the information, and the intended utilization of the information.
> b) The objective(s) of the evaluation is clearly articulated.
> c) The evaluation's scope is defined.
> d) Reference is made to the quality standards and criteria utilized.

3. Background and Context Analysis

a) The context of key social, political, economic, demographic and institutional factors that have a direct bearing on the Action being evaluated is described.
b) The scale and complexity of the Action being evaluated are presented, including its components, geographic boundaries, purpose, management and budget (from all sources).
c) The key stakeholders involved in the design and implementation of the Action are mentioned, including implementing and other development partners, as well as their roles.
d) The logic model, theory of change and/or expected results at different levels are described.

4. Evaluation Design and Approach

4.1. Methodological Approach

a) The methodological approach, supported by literature references, is outlined and reasoned.
b) A description of stakeholder's consultation process in the evaluation, including the rationale for selecting the particular level and activities for consultation, is included.
c) An assessment of the design, implementation, and monitoring of the evaluated Action is conducted, focusing on robust gender and human rights analysis, as well as the actual outcomes concerning gender equality, human rights, and other essential principles of development cooperation encompassing cross-cutting issues.

4.2. Data Collection and Analysis Tools

a) The data collection methods are explained, and the reasoning behind their selection is outlined and justified.
b) Steps taken to ensure data quality, along with evidence supporting the reliability and validity of findings (such as interview protocols, survey design, and observation tools), are detailed.
c) An explanation is provided regarding the type of triangulation employed (source, method, data, theory).

4.3. Limitations, Risks and Mitigations Measures

a) Risks and limitations encountered during the evaluation's implementation are identified, along with strategies utilized to address them.
b) Identified gaps and limitations in the evidence, as well as any unforeseen findings, are reported and deliberated upon.

5. Findings

a) Relevance to evaluation criteria and questions is ensured.
b) Findings are based on evidence.
c) Triangulation is done and documented in relation to each finding to ensure credibility.
d) Findings are numbered and presented with clarity, logic and coherence.

6. Conclusions

a) The conclusions are firmly grounded in evidence and can be traced.
b) Relevance to the objectives and purpose of the evaluation is established.
c) The target group for each recommendation is identified.
d) The language used is succinct and comprehensible; the content is actionable and demonstrates an understanding of the commissioning organization, key stakeholders, and potential limitations affecting follow-up actions.
e) The number of recommendations is reasonable to facilitate a manageable management response.
f) Equality and human rights considerations are adequately addressed.

7. Recommendations

a) Reasonable evaluative judgments based on the findings and substantiated by the evidence presented is given and traceable.
b) Logical links to one or more evaluation findings is documented.
c) Offering insights relevant to the objectives and purpose of the evaluation, as well as meeting the knowledge needs of evaluation users.

8. Annexes

a) Results Assessment Form
b) Presentation of evidence along assessment grid per evaluation question
c) Instruments for data collection
d) List of interview partners (anonymized)
e) Bibliography
f) Evaluation ToR
g) Additional annexes as deemed useful

10.3. Key publicly accessible documents relevant to the project being evaluated

List of key relevant outputs of the project available on the following link: https://reactor.org.mk/en/projects-all/furthering-gender-equality-through-the-eu-accession-process/