

Terms of Reference: External Evaluation

Organisation:	Association of citizen Vive Žene (hereinafter Vive Žene)
Place:	Tuzla, Bosnia and Herzegovina
Evaluation period:	max. 20 days (May to August 2025)
Mandated by:	Frieda – the Feminist Peace Organisation

Background

Information on the mandating organisation: Frieda

Frieda – the Feminist Peace Organisation is a peace and development organisation working towards gender equality, the empowerment of women, and participation of women in conflict resolution and peace building efforts. Its regional focus is around the Mediterranean (Southeastern Europe, Maghreb and Middle East). Frieda's engagement in South-Eastern Europe goes back to 1996 and remained ever since a key element in the international cooperation program of the organisation. Frieda cooperates with local NGOs, mostly local women's organisations, human right's organisations, organisations engaged in inclusive economic development and other NGOs with already defined gender-sensitive approaches or who are interested to further develop their inclusive intervention strategies. Frieda engages in the following sectors: prevention of sexual and gender-based violence (SGBV), income generation, and social and political inclusion. In Bosnia and Herzegovina, Frieda is supporting projects in all three thematic fields.

Information on the partner organisation: Vive Žene

The vision of Vive Žene is a safe and tolerant society deprived of all forms of violence and torture in which citizens exercise their full rights and freedom. Thus, the mission of Vive Žene is to support the Centre for rehabilitation and prevention of all forms of violence and torture through comprehensive psycho-social support, education and public advocacy works to build a non-violent, tolerant and safe society. Vive Žene works in the areas of human rights, psychosocial support and education. The organization focuses on the psycho-social support to victims of war, torture and violence, and strengthening of the capacity of other organizations and institutions and who have a multidisciplinary, democratic and participatory approach in working with traumatized families and individuals.

Partnership of Vive Žene and Frieda

Vive Žene and Frieda have been working together since June 2021. The current and last project phase started on January 1, 2023, and will end on December 31, 2025.

Short description of the project to be evaluated

The aim of the project titled "Enhancing Gender Equality and Empowering Young Women and Girls Through Education for New Competencies as Doorway to Better Employability" is to equip girls and young women with knowledge, "soft" and "hard" skills, to enable them to analyse opportunities of choices and finally to choose the best option for themselves. Project promotes

gender equality, women's human rights, rights to education and employment. The project builds upon lessons learned and accumulated experience of the pilot phase where 220 young women and girls gained the knowledge, resources, skills, and increase opportunities to make decisions about their future. The project focuses on empowerment using three dimensions: **Individual:** recognising and delineating their internal powers, then expanding and enlivening them through trainings on gender equality, women's human rights, active participation and social cohesion, learning and developing their "soft skills" that will become their resources in and of themselves. After improving "soft skills" continuity of the training on "hard skills" will enhance their opportunity for better employability. **Group /relations level** consists of developing capacity and the ability of girls and young women to become peer motivators for the new groups of girls and young women. Enabling them to expend their "soft and hard" skills, increase their capacity to create, negotiate, and influence relationships with others including making decision about where, how and in what way they will shape their future. **Social dimension:** refers to including young women and girls in mobilising responsible stakeholders to improve policies and practise on empowerment and employment of women and girls. With the right skills, a young woman will be self-reliant, independent and strong.

Project Long Term Outcome - Young women and girls become active contributors of sustainable societal development, gender equality and personal growth.

Outcome 1: Young women and girls become promoters of reducing GBV and SGBV in targeted communities

Output 1.1.: Young women and girl improve their psychosocial stability through PSC counselling and empowerment workshops

Output 1.2.: Young women and girls improved knowledge on gender equality and women's human rights

Output 1.3.: Young women and girls develop (+12 form previous project phase) leadership skills for running peer to peer independent workshop on GBV SGBV

Outcome 2: Young women and girls have proactive attitudes and increased key competencies related to employment and development of business ideas

Output 2.1.: Young women and girls enhanced their soft skills and hard skills related to employment

Output 2.2.: Young women and girls are enabled to share their knowledge in practical workshops

Output 2.3.: Young women and girls develop business idea have means for run start up business idea (8 form previous phase start implementation of the business and up to 6 form new groups develop business idea)

Outcome 3: Community awareness raised on women and girls' human rights and on barriers to possible employment opportunities for young women and girls

Output 3.1.: Young women and girls initiate mobilisation of their community to promote gender equality

Output 3.2: Targeted municipality develop “policy paper “with description of the possibilities to support employment of young women and girls

Output 3.2.: Young women and girls’ business ideas realised and promoted

The project period to be evaluated is **January 1, 2023 – June 30, 2025**.

Objectives and scope of the external evaluation

The general objective of the evaluation is to provide an in-depth reflection on the project’s strategic and operational planning, achievements, successes, challenges, and performance, building on the experience of project intervention in the last 3.5 years (January 1, 2023 – June 30, 2025). The evaluation is envisaged to be a summative evaluation that intends to provide a reflection process and in-depth analysis to inform further efforts in the area of gender equality and women empowerment.

The evaluation should focus on two main aspects:

- To evaluate the extent to which the project contributed that young women become promoters of reducing GBV and SGBV in targeted communities; that young women and girls have proactive attitudes and increased key competencies related to employment and development of business ideas and that community awareness is raised on women and girls’ human rights and on barriers to possible employment opportunities for young women and girls
- To assess support and collaboration between Frieda and Vive Žene since its beginning in 2021, identifying the extent of collaboration between the two organizations to improve project implementation and to analyse/assess effects of this collaboration and lessons learned from this process for both Frieda and Vive Žene.

Specific objectives of the evaluation

The evaluation can be based on OECD/DAC evaluation criteria. It should provide an in-depth analysis focusing on aspects of psychosocial empowerment through the promotion of mental health and economic empowerment.

- *Relevance and Coherence*: Was the intervention relevant and coherent to improve mental health, empower young women and help them to develop plans for their future? How have project activities contributed to the change of attitudes and acquiring new skills? How did the intervention take into consideration different needs of men and women, boys and girls? To what extent have special measures been designed to respond to those needs? What is the added value/comparative advantage of the project compared to similar interventions?
- *Effectiveness*: Assess effectiveness and organizational efficiency in progressing towards the achievement of the project’s goals. Was the project designed in a coherent and realistic way to achieve the originally defined objectives? What are the changes produced

by the project at local level? What are the changes that project participants experienced at the individual level – how do project participants experience and describe the changes they underwent during the project implementation? What has been the progress made towards achievement of the expected outcomes and expected results?

- *Efficiency*: Were the project funds managed effectively? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity? Have organisational structure, management and coordination mechanisms of Vive Žene effectively supported the programme and its goals? In what way were project participants and other stakeholders involved in the project design and steering?
- *Sustainability*: Assess the sustainability of the intervention to empower young women from rural areas to claim their rights with respect to mental health and economic empowerment. Key questions for sustainability:
 - Were the interventions designed in a way to ensure that no one is left behind in the long run?
 - To what extent was the intervention designed to achieve greater gender equality in the targeted areas by the project?
 - How did the project help build sustainable partnerships, networks and/or support from local authorities at cantonal, municipal and communal level?
 - What are the possible partnerships and cooperations needed for Vive Žene to continue their work?
- *Impact (road to)*: Determine the (road to) impact of the intervention regarding
 - Access and equality: What were the intended and unintended, positive and negative, long-term effects of the project? What was the most significant change that the project contributed to for the project participants?
 - Cooperation between Frieda and Vive Žene: How was Frieda able to support the implementation of the project? What was the effect of the cooperation on Vive Žene as an organisation? What changes or improvements were made as a result of this collaboration? What are lessons learned from the cooperation on both sides? How did collaboration between Frieda and Vive Žene influence the organisational development and capacity-building of both partners? Did the partnership lead to any new funding opportunities or external collaborations for either organisation? How did the collaboration between Frieda and Vive Žene impact the long-term sustainability of Vive Žene? What challenges or obstacles did both organizations face during the cooperation, and how were these addressed or overcome? How did the knowledge and experience gained through this partnership help strengthen the organisational structure and operations of Vive Žene?

Conclusions and recommendations

Define what changes/adaptations need to be envisioned in order to address the identified gaps, challenges and obstacles and to improve long-term benefits of the project. Propose measures and formulate concrete recommendations for both Frieda and Vive Žene.

Methodological aspects

Data collection

The evaluation will be based on a *desk study* for the review of relevant secondary sources as well as *primary data collection* of qualitative data.

Relevant documents for the desk study may include:

- Project documents and reports
- Media reports/articles
- Statements from the participants

The inclusion of qualitative methods of data collection is required. The consultant will propose the methodological approach as a part of his/her motivational letter. Detailed methodology will be finalized in participation with the partner organisation and Frieda's staff and defined in the inception report.

Evaluation Report

- Submission of draft report in English and executive summary in English and Bosnian.
- Realization of feedback session in English for Frieda and Vive Žene.
- Preparation of final report in English and an executive summary in English and Bosnian, incorporating results from the feedback session

Dissemination of the research results

The evaluator shall present the final report findings to Frieda in English. Involved stakeholders (e.g. target group, including municipalities) shall be informed in a short restitution session in Bosnian.

Relevant sources of information

The participants in this project evaluation include:

- Director and project staff members of Vive Žene
- Direct project participants
- External partners/stakeholders
- Frieda Programme Manager and Local Coordinator.

Timeframe and time schedule

Approx. 20 days in the timeframe of up from May 01, 2025, final report submission latest mid-September 2025.

Timeframe needs to include the following steps:

- Document review and preparation of draft inception report, including detailed evaluation scope and methodology.
- Presentation of draft inception report
- Incorporation of feedback from Frieda and Vive Žene
- Data collection including qualitative methodologies.
- Data analysis.
- Completion of draft evaluation report.
- Presentation of draft evaluation report for comments, data cross check and suggestions in feedback session with Frieda and Vive Žene.
- Incorporation of comments and additional findings into a finalized version of the evaluation report.
- Official presentation of evaluation findings to Frieda, Vive Žene, and relevant stakeholders.

Deliverables

1. Inception Report, based on the review of all relevant documents, specifying the time plan and the methodology of the evaluation. A draft inception report will be delivered and presented to Vive Žene and Frieda; comments are to be incorporated into the final version after the feedback session.
2. Evaluation report in English, comprising:
 - An *executive summary* of not more than 3 pages in Bosnian and English
 - Analysis, findings / lessons learnt, conclusions and recommendations (max. 20 pages). A draft version of the report will be presented to Vive Žene and Frieda in a feedback session. The results of this session shall be incorporated into the final report.
 - Annex with questionnaires and instruments developed for the evaluation

Consultant's Requirements

- University Degree in Social, Gender, Human Rights or Political Science
- Profound knowledge and experience in the Balkans; understanding of the specifics of the current context, its challenges and the dynamics of political, economic, social and technological transition
- Practical experience of advising non-government organizations on designing, implementing and evaluating projects from a feminist perspective
- Proven experience in women's rights, gender-based violence and discrimination, mental health and trauma work, economic empowerment of disadvantaged population groups / women
- Excellent social scientific methodological data collection skills (qualitative and quantitative)
- Excellent writing and analytical skills

- Fluency in English (oral and written) and BiH constitute languages/Bosnian required

Roles and Responsibilities

Obligations of Frieda and Vive Žene

- Payment of the consultant fee as agreed after submission between Frieda and consultant.
- Provision of all relevant documents for the analysis.
- Support of the consultant with access to potential interview partners.
- Timely provision of feedback on draft inception report and draft evaluation report.

Obligation of Consultant

- Execute all tasks as agreed in the contract and adhere to proposed methods.
- Submit the above specified deliverables in time.
- Organize the data collection and field visit in coordination with Vive Žene and according to availabilities of participants.

Application process

Interested consultants/teams of consultants are asked to provide a written proposal (max. 5 pages) including the proposed methodology, time schedule, financial offer, as well as the CV of the consultant(s) until April 15, 2025, by email to: frieda.bih@gmail.com and vivezene@bih.net.ba.

Selection criteria

Criteria for the selection of the offer will be:

- Previous experience of consultant (specifically in evaluation and in the specified thematic areas)
- Quality of the proposed methodology
- Proposed timeframe
- Financial offer