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TERMS OF REFERENCE

Final Evaluation: Empowering CSOs in Combatting Discrimination and Furthering Women's Labour Rights

Contracting Authority: Kosovo Women's Network (and partners)

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Implemented by:



Gender Alliance for Development Center
Qendra Alianca Gjimore për Zhvillim



WOMEN'S RIGHTS CENTER
CENTAR ZA ŽENSKA PRAVA

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1. BACKGROUND

1.1 Relevant country / region / sector background

Most Western Balkans (WB) countries have committed to gender equality and rule of law, including as part of meeting criteria to join the European Union (EU). All WB countries are seeking to join the EU and are in the process of aligning national legislation with EU Law, including the EU gender equality acquis, which includes discrimination, harassment and sexual harassment. The Recast Directive (2006/54/EC) includes provisions related to remedies, penalties, the burden of proof, victimisation, promoting equal treatment through equality bodies, social dialogue and dialogue with CSOs. Most have legal and policy frameworks pertaining to addressing gender-based discrimination and labour rights, though not all have been fully harmonized with the EU gender equality Acquis. However, implementation remains weak.

Women's labour force participation rates in the WB have remained very low. Evidence suggests that gender-based discrimination represents a barrier for several women in securing jobs, as well as undermines women's labour rights.¹ Historically, few people in the region have understood which acts may constitute gender-based discrimination, their legal rights, and how to report discrimination if it occurs.² Fear of potential further victimization after reporting discrimination, such as job loss or social stigma, coupled with distrust in institutions and long, expensive court trials further dissuade people from reporting gender-based discrimination and labour rights violations.³ Multiple, interrelated discriminations potentially affecting women's labour rights, related to ethnicity, sexuality, age or other social factors (e.g., intersectionality) also required further research to inform targeted interventions. Media coverage of discrimination cases was minimal, particularly when this initiative began.

At the outset of this Intervention, representatives of institutions responsible for addressing gender-based violence and women's labour rights tended to have minimal knowledge regarding gender equality-relevant anti-discrimination legislation, its meaning, and implementation. Courts, among other institutions, lacked functioning electronic systems that would enable monitoring (e.g., on sentences imposed and victims' compensation). Nearly no gender-based discrimination cases had been reported to labour inspectors or courts, let alone addressed by them. As a result, WB countries lacked case law or publicly available examples of court cases related gender-based discrimination at work. Thus, the implementation of anti-discrimination legislation has remained weak, hindering access to justice. These issues have been repeatedly noted in European Commission country reports, as key issues hindering access to justice, rule of law, protection of labour rights, and increased, inclusive labour force participation.

¹ Farnsworth et al. for the Kosovo Women's Network (KWN), *Gender-based discrimination and Labour in the Western Balkans*, KWN: Pristina, 2019, at: <https://womensnetwork.org/publications/gender-based-discrimination-and-labour-in-the-western-balkans/>. The second edition of this report will be released in May 2022. For country-specific reports, please see: Albania, https://gadc.org.al/media/files/upload/GBD%20Labour%20Albania_EN.pdf; Bosnia and Herzegovina, <http://hcabl.org/wp-content/uploads/2019/05/GENDER-BASED-DISCRIMINATION-AND-LABOUR-IN-BOSNIA-AND-HERZEGOVINA-FINAL.pdf>; Kosovo, https://womensnetwork.org/wp-content/uploads/2019/05/GBD-Labour-Kosovo_ISBN-978-9951-737-31-9_FINAL.pdf; Montenegro, https://womensrightscenter.org/wp-content/uploads/2020/09/Rodno_zasnovana_diskriminacija_eng.pdf; North Macedonia, <https://reactor.org.mk/en/publication-all/gender-based-discrimination-and-labour-in-north-macedonia/>; and Serbia, https://kvinnatillkvinna.org/wp-content/uploads/2019/05/EU_Final_GenderLabourSerbia_eng.pdf. For second editions of these country-specific reports, please see: Serbia, <https://kvinnatillkvinna.org/publications/gender-based-discrimination-and-labor-in-serbia/>; others are forthcoming.

² Ibid.

³ Ibid.

With time, institutional knowledge and response to gender-based discrimination have improved slightly in some countries and institutions, albeit not in others.⁴ More cases have been treated by relevant institutions, and additional information about such cases has become available online.

While most countries' legal frameworks foresee that civil society organizations (CSOs) and labour unions can assist women who have suffered gender-based discrimination in seeking assistance, when this initiative began, very few had experience assisting such cases directly. Collaboration among CSOs in institutions in addressing such cases was weak to non-existent in most countries. CSOs also lacked resources for working on these issues, including for providing legal aid.⁵ Another problem this initiative sought to address was the insufficient long-term financing for transnational advocacy networks.⁶ Sustainable social change (especially towards gender equality) and effective methods like strategic litigation take time. Time spent continuously fundraising and reporting detracts from advocacy work; projects' short timeframes undermine long-term impact. Further, several CSOs had capacity development needs, particularly grassroots groups, that needed address in order to further CSOs' impact, such as: insufficient citizen engagement, weak research and policy analysis, minimal monitoring, limited advocacy skills, weak networking, challenges accessing financing (due to language, access and capacity), organizational and financial management issues, minimal participation in EU reform processes and insufficient knowledge and experience with anti-discrimination legislation related to labour rights.⁷

In all countries, more CSOs have engaged in working to increase public awareness about people's legal rights pertaining to gender-based discrimination, in providing legal aid, and in monitoring institutions' work in addressing such cases. CSOs have furthered their organisational and advocacy capacities. With time, in some countries, collaboration among CSOs and institutions has improved.

1.2 The intervention to be evaluated

Title of the intervention to be evaluated	Empowering CSOs in Combatting Discrimination and Furthering Women's Labour Rights
Budget of the intervention to be evaluated	€1,098,775.32 (including €988,897.78 from the EU and €109,877.54 from Swedish International Development Cooperation Agency [Sida] via the Kvinna till Kvinna Foundation)
Dates of the intervention to be evaluated	<ul style="list-style-type: none"> • Start: 23/03/2018 • End: 05/31/2022

1.2.1 Intervention Logic and Theory of Change

This intervention sought to address the problems described in the Section 1.1. The **overall objective** (OO) is to empower diverse CSOs in South East Europe (SEE)⁸ to effectively hold relevant institutions accountable for implementing anti-discrimination legislation related to

⁴ Forthcoming reports.

⁵ For the general challenges faced by women's rights organizations in the WB, see: Farnsworth et al. for KWN, *Where's the Money for Women's Rights? Funding Trends in the Western Balkans*, The Kvinna till Kvinna Foundation, 2020, at: <https://womensnetwork.org/publications/wheres-the-money-for-womens-rights/>.

⁶ *Ibid.* See also: Association for Women in Development publications related to "Where's the Money for Women's Rights".

⁷ These were identified in the guidelines but also have been observed by the applicants during prior sub-granting.

⁸ When designing the Intervention, the partners purposefully selected to use the term South East Europe (SEE) rather than Western Balkans (WB) given the negative connotations that sometimes accompany the term "Balkans". The countries on which the intervention would focus were clearly stated to include: Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia. The partners acknowledge that additional countries exist in SEE, but they were not the focus of this Intervention. Nevertheless, at an overall objective (and eventual impact) level, the Intervention did hold true to empowering diverse CSOs in the WB states within the SEE that were targeted, thereby contributing to achieving this objective as stated at an impact level.

women's labour rights. Three interrelated specific objectives (SOs) sought to contribute to realizing the OO: Strengthening a coalition of diverse CSOs (including grassroots groups) in research, monitoring, advocacy, awareness-raising and strategic litigation (SO2) sought to improve CSOs' impact (SO1), empowering CSOs to hold institutions accountable (OO). Improving the enabling environment for CSOs to hold institutions accountable with better evidence, case law and more aware citizens (SO3), also sought to improve CSOs' impact (SO1), empowering CSOs to hold institutions accountable for implementing anti-discrimination legislation related to women's labour rights (OO).

The activity clusters contributing to outputs, outcomes and impact were interrelated. Activity Cluster 1, with activities 1.1: organize capacity-building for CSOs in research, analysis, monitoring, watchdog initiatives, citizen engagement, evidence-based advocacy, anti-discrimination, labour rights, internal governance, financial management and project management; 1.2: launch public calls for proposals with accessible procedures, using a proven, transparent and fair process; and provide sub-grants for monitoring, advocacy and awareness-raising to diverse CSOs in six countries, amounting to up to 20% of the Intervention's costs; 1.3: undertake evidence-based advocacy at national, regional and EU levels for amendments to laws and laws' implementation; and Activity Cluster 3 (below), together sought to contribute to Output 1: CSOs' participation in decision-making processes and reforms related to women's labour rights increased and improved. Combined with all other outputs, this sought to result in Outcome 1: impact improved of CSOs, particularly women's rights and grassroots groups, in holding relevant institutions accountable to implementing antidiscrimination legislation related to women's labour rights and empowering women to claim their rights. Activity Cluster 1, Activity 3.5 (below), and Activity Cluster 2, with Activity 2.1: organize networking and experience exchange among CSOs and stakeholders, sought to lead to Output 2.1: existing coalition of CSOs further consolidated and capacities strengthened; and Output 2.2: cooperative relations between CSOs and other stakeholders improved in furthering implementation of anti-discrimination legislation. These outputs aimed to result in Outcome 2: existing coalition of CSOs strengthened at regional and EU level. Activity clusters 1, 2, and 3, 3.1: research on implementation of anti-discrimination law, particularly related to women's labour rights; 3.2: court monitoring; 3.3: publication and broad dissemination of results; 3.4: awareness-raising of stakeholders (listed above); 3.5: engaging media in awareness-raising and covering discrimination cases; 3.6: empowering women to report and seek address for discrimination; and 3.7 support for strategic litigation, potentially including class actions, sought to lead to Output 3.1: availability of case law improved, due to research and strategic litigation; and Output 3.2: understanding of discrimination against women at work and opportunities for its address improved among citizens, institutions and other stakeholders. These sought to result in Outcome 3: enabling environment improved for CSOs to hold relevant institutions accountable. All activities, their outputs and affiliated outcomes sought to have the impact that diverse CSOs in SEE are empowered to effectively hold relevant institutions accountable for implementing anti-discrimination legislation related to women's labour rights.

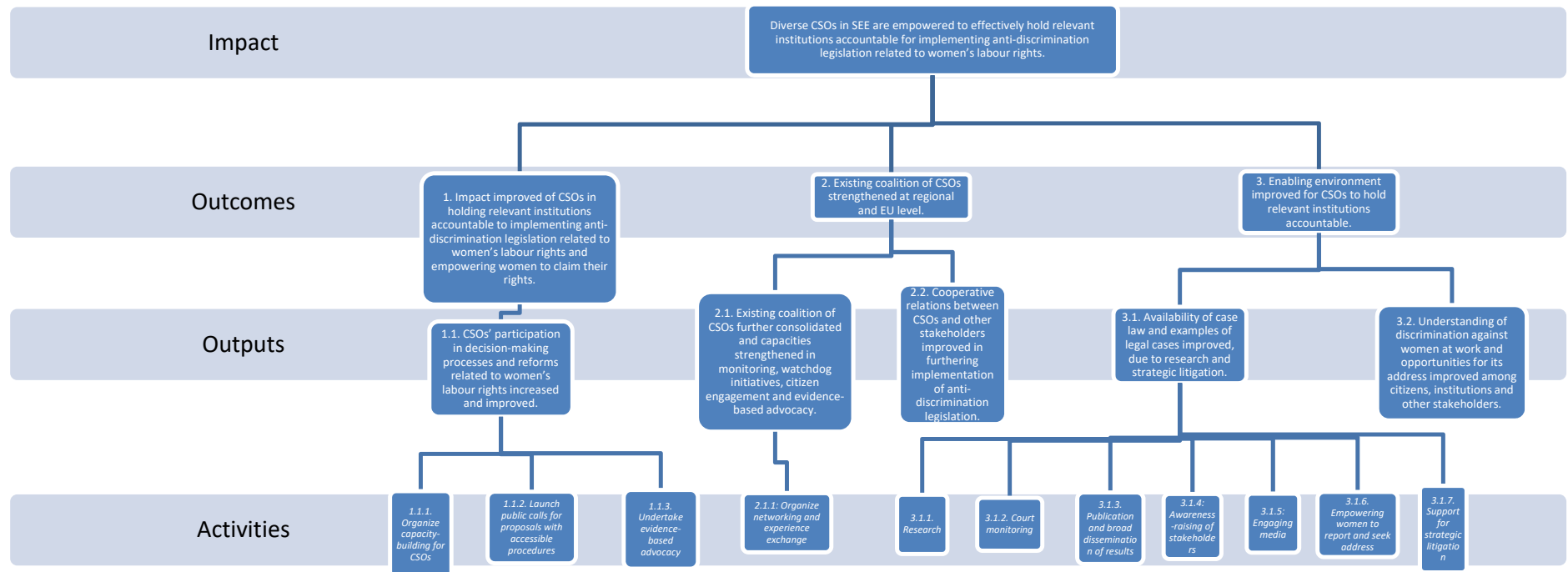
While the application template provided by the EC did not request a Theory of Change and had restrictions on page length, which hindered inclusion of a Theory of Change in initial project documents, the Theory of Change underlying the intervention logic is summarised in Graph 1 below. Please see also Annex V for the Logical Framework Matrix, including indicators of performance and assumptions.

Notably, the Intervention Logic described in this chapter and in Annex V is based on existing documents and shall be subject to evaluators' scrutiny and reconstruction during the Inception Phase of the Evaluation. As part of their Inception Report, the evaluation team will be asked to

reconstruct the Intervention Logic to reflect an updated and shared vision of its intended casual chain.⁹

⁹ For specific guidance on the project Cycle Management Principles and the Logical Framework Approach, please refer to the EC Project Cycle Management Guidelines (Volume 1), <https://ec.europa.eu/europeaid/node/12023>.

Graph 1. Theory of Change



1.2.2 Building on Prior Actions

This Intervention built on the existing cooperation of the partners in the region, supported by the Kvinna till Kvinna Foundation since the late 1990s. In recent years, partners individually and as a regional network made progress in ensuring that more women and women's rights organizations participate in their countries' EU Accession processes. In particular, since 2015, the ongoing Regional EU-Advocacy Program of the Kvinna till Kvinna Foundation has worked towards strengthening women's participation in EU Accession processes, building on transnational advocacy experiences, existing regional collaboration among women's rights CSOs and the gender priority of Swedish foreign policy, including towards the EU.¹⁰ This Intervention built on the Program's results while addressing recommendations by: providing regional partners the opportunity to have greater ownership in leading evidence-based advocacy targeting their governments and the EU; providing opportunities to better map national authorities and develop evidence-based advocacy strategies; building authorities' knowledge of how to address discrimination, particularly against women at work; and realizing more advocacy initiatives in Brussels and at home. The Intervention continued to provide "significant support to the EU", as recommended as partners continued supporting the EU in achieving its own aims related to the EU Gender Action Plan II and later III.

The Intervention also built on and scaled up the **innovative** approach of the KWN Kosovo Women's Fund (KWF), highlighted by DG NEAR as a best practice. An effective approach used by KWN in implementing two prior EU-funded actions via the European Instrument for Democracy and Human Rights (EIDHR) and the Civil Society Facility (CSF), KWF's successful sub-granting approach was scaled up, reaching additional countries in the region. The Fund has undergone two independent evaluations, which have evaluated highly¹¹ the Fund and recommended continuing as well as scaling up its innovative approach.¹²

The Intervention also built on diverse initiatives undertaken by the partners related to women's labour rights and gender-discrimination in the labour market. In 2015, KWN conducted research on the effects of maternity leave provisions on women's employment and gender-based discrimination in hiring and at the workplace in Kosovo. This published working paper has been used for advocacy initiatives targeting the Ministry of Labour and Social Welfare and inspired more CSOs to look into related issues. The Intervention also built on initiatives undertaken by partners related to enhancing women CSOs' (WCSOs) role as watchdogs and in decision-making processes and reforms. For example, in North Macedonia, Reactor had worked to strengthen civil society's impact on public policies and decision-making. In Albania, GADC worked on improving the implementation of the Labour Code and the Law on Safety and Health. In Bosnia and Herzegovina, Helsinki Parliament initiatives have strengthened the coalition of CSOs in monitoring implementation of policies and political commitments. The Montenegro Women's Rights Centre has worked on democratization and EU integration processes by improving civil activism, capacity, commitment and influence of civil society networks in debates on human rights and the rule of law. This Intervention built on partners' prior experience, expertise and collaboration.

¹⁰ See, for example, Jim Newkirk, Ana Lidström, Ana Popovicki, Conflict Management Consulting, "Mid-term Review and Evaluation, The Kvinna till Kvinna Foundation's Western Balkan Regional EU Advocacy Programme", August 2017.

¹¹ "The Evaluation team concludes the Kosovo Women's Fund is very appropriate to the needs arising from a post-conflict society in process of recovery and development."; "All the indications are that some of the KWF beneficiaries have reached a stage where they are ready to accelerate to the next level of advocacy", conclusions in the *Final Evaluation Report; External Evaluation of Kosovo Women's Fund*, for more see: <http://www.womensnetwork.org/documents/20140528100924728.pdf>.

¹² "Continue workshop and mentoring sessions with CSO members of the network in Line with KWN Strategy; Continue securing funding for the KWF and develop further the sub granting scheme for grass root women led CSO". Recommendation made in the *External Evaluation of the EU Civil Society Facility for Kosovo Action Implemented by KWN*, for more see: <http://www.womensnetwork.org/documents/20170412104042237.pdf>.

1.2.3 Synergies with Other Actions

The Intervention complemented the aforementioned ongoing Kvinna till Kvinna Foundation Sida-funded EU Regional Advocacy Programme for gendering the accession process by providing needed resources for research, advocacy, capacity-building, involving more CSOs in the coalition and improving CSOs' **sectoral expertise on discrimination and labour rights**. The Intervention also supported and enforced KWN's advocacy initiatives on addressing gender-based discrimination in the labour market by putting forward recommendations in the ongoing working groups led by the Ministry of Labour and Social Welfare on amending the Labour Law in Kosovo, as well as KWN's support of the EUO in Kosovo in mainstreaming gender in IPA programming and implementing the EU GAP II and III (by providing better quality data). Moreover, it complemented Reactor's (partner, North Macedonia) ongoing work towards strengthening civil society's impact on public policies and decision-making to influence key reforms in the EU accession process, funded by the EC; and their later regional Coalition on further gender equality in the EU Accession process, cofounded by the EU and Sida. A synergy has been strengthening and broadening the scope of influence of civil society to influence policies and reforms into additional sectors. In Albania, it complemented the Gender Alliance for Development Center (GADC) project focused on improving the implementation of the Labour Code and the Law on Safety and Health in the textile and shoes industry in Albania (where the majority of workers are women) by providing supporting advocacy towards legal reforms, legal aid and added information about rights to women. Similarly, the Intervention complimented the Helsinki Citizens' Assembly Banjaluka in Bosnia and Herzegovina work on building capacities of members of the Initiative "Women Citizens for Constitutional Reform" for advocacy and lobbying, public presentation and media monitoring, as well as the Clean Clothes Campaign. The Intervention built on these ongoing capacity-building initiatives and progress already made in strengthening WCSOs. In Montenegro, the Intervention complemented the Women's Rights Center's (Montenegro) ongoing work on promoting women's rights within the process of EU integration. Moreover, the Intervention supported informing Concluding Observations of the CEDAW Committee particularly related to discrimination in employment.

Intervention partners sought to coordinate work with the Regional Coordination Committee (RCC), seeking that the expertise and findings from research produced through this Intervention could be used by RCC to inform its work on women's economic empowerment. This included feeding into regional research on this topic.

Towards the end of the Intervention, an important synergy has been with the United Nations Population Fund (UNFPA) regional Action supported by the Austrian Development Agency, which has supported efforts in some countries (e.g., Kosovo, [Albania](#), [Moldova](#)) towards policy reforms in line with the EU Work-Life Balance Directive, family-friendly workplaces, and raising awareness among government, employers, and citizens about the importance and benefits of these reforms. The two related actions have shared information, cooperated in shared policy advocacy points, and shared awareness-raising social media campaigns, based on consent from all parties engaged, and in the spirit of GAP III's joint collaboration among actors towards implementing GAP III.

1.3 Stakeholders of the intervention

Foreseen stakeholders and eventual beneficiaries included National Gender Equality Mechanisms (NGEMs), Ombudspersons, Commissioners for Equality, some targeted social partners (e.g., trade unions), and civil society organizations (CSOs). This Intervention sought to **improve their capacities** to understand discrimination and to put in place procedures and policies for better addressing gender-based discrimination, particularly related to women's labour rights. Final beneficiaries are some of these **institutions**, some of whom are better able to support persons seeking redress for discrimination, as well as to take initial steps towards preventing discrimination.

Another stakeholder has been the **general public**, which historically has lacked knowledge regarding what constitutes discrimination, how to prevent it, report it, or seek address. Awareness-

raising efforts targeted and benefitted diverse **men and women**, towards transforming traditional social norms. Transforming such norms is important for addressing the cultural context that allows for gender-based discrimination to occur in hiring and promotion, sexual harassment, and maternity leave violations, among other areas. This included addressing intersections between gender and other vulnerabilities (e.g., age, sexuality, ethnicity, ability). **Persons suffering discrimination**, particularly **women** at work but also **persons with disabilities, Lesbian, Gay, Bisexual, and Transgender (LGBT) persons, minority ethnic groups**, and others, are **final beneficiaries** in that some are more aware of their rights, have improved access to justice, and, in some instances, have better procedures for reporting discrimination when it occurs.

Clearly, **diverse CSOs** are target groups and final beneficiaries, including those representing the aforementioned potentially vulnerable groups. As stated in the Concept Note, CSOs face the challenge of long-term financing that will enable them to bring about social change (which takes time). Some also historically have lacked capacities related to strategic advocacy, citizen engagement, media involvement, organizational management, research, policy analysis, monitoring, and networking. This Intervention **strengthened their capacities**, to participate in decision-making processes related to addressing discrimination, particularly related to women's labour rights; consolidated and strengthened their capacities in monitoring, watchdog initiatives, citizen engagement and evidence-based advocacy; and **strengthened their cooperation** with other key stakeholders involved in addressing discrimination, particularly related to women's labour rights. It also strengthened their **technical and management capacities** through capacity development and a "learning by doing" approach.

Partners (co-applicants) were selected given their experience and expertise related to the Intervention. Sub-grantees were selected through public calls, using a proven, transparent and fair process. Recipients of strategic litigation support were selected based on cases that would have the broadest impact. All other target groups were selected based on their roles, responsibilities and needs related to this Intervention. The table below summarizes target groups; their needs and constraints; how the Intervention sought to address these; and how target groups benefitted. Some were associates, including some public authorities. Target groups and beneficiaries participated in planning, implementing, monitoring and evaluating particular activities of the Intervention. Please see Annex VIII for a mapping of stakeholders.

1.4 Other available information

The selected evaluators will be provided with additional documentation that is available, including the results of the EU Results-oriented Monitoring (ROM) Mission carried out during the Action's implementation, project reports, and all affiliated documentation. The Risk Analysis, Mitigation, and Assumptions is included in Annex VII.

1.5 Contribution to Sustainable Development Goals (SDG)

The European Union is committed to the achievement of the Agenda 2030 for Sustainable Development adopted by the UN in September 2015; as a consequence, all interventions co-financed by the European Union should reinforce and make explicit their contributions to the implementation of the Sustainable Development Goals (SDG), the core of Agenda 2030.

The intervention to be evaluated is expected to contribute to the following SDGs:

Goal 5	Gender equality	
Goal 8	Decent work and economic growth	
Goal 10	Reduce inequalities	
Goal 16	Peace, justice and strong institutions	

1.6 Contribution to EU Gender Action Plans

The Intervention sought to contribute to implementing the EU Gender Action Plan II for 2016-2020 in each country, furthering progress towards Objective 18, "Women's organizations and other CSOs and Human Rights Defenders working for gender equality and women's and girls' empowerment and rights freely able to work and protected by law", and Objective 6, "Partnerships fostered between EU and stakeholders to build national capacity for gender equality", among others.

Following the adoption of the EU GAP III, the Intervention also remained relevant, contributing at least indirectly to the following GAP III objectives:¹³

- Objective 1. "Increase the number and the funding of actions that are gender mainstreamed (OECD G marker 1) and targeted (G2)"
 - Indicator: "Number and % of new actions that are gender responsive/targeted (G1+G2) at country and regional levels": This Intervention was a G2 Action, though it was not new.
 - Indicator: "Amount of funding directed towards women's rights organisations and movements": The Intervention supported women's rights organizations and movements in the WB.
- Objective 5. "GAP III implementation is informed by sound gender profile and framed in "country-level implementation plans"
 - Indicator: "Number of sector specific gender analysis done or updated (if more than 5 years old) and transmitted to HQ": Six country and one regional sector gender analysis related to gender-based discrimination in labour completed and transmitted to HQ.
- Overall thematic objective (Impact): "Women, men, girls and boys, in all their diversity, fully enjoy and exercise their equal economic, labour and social rights"
 - Indicator: "Employment rate, disaggregated at least by sex": in the long-term, decreasing discrimination and improving policy frameworks for work-life balance can contribute to increasing women's employment rates.
 - Indicator: "Proportion of women in managerial positions (SDG 5.5)": In the long-term addressing gender-based discrimination in promotion can contribute to increasing the proportion of women in managerial positions.
- Specific thematic objectives (Outcomes): "1. Increased access for women, in all their diversity, to decent work, including women's transition to the formal economy and coverage by non-discriminatory and inclusive social protection systems": The Intervention increase women's access to work by providing legal aid that helped support women in becoming employed, including following discrimination.
 - Indicator: Level of national compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organisation (ILO) textual sources and national legislation, by sex and migrant status (SDG 8.8.2)
 - Number of measures in place in partner countries to protect the rights of women workers, including domestic workers, and their access to decent work and social security [e.g. ratification and implementation of CEDAW, ILO fundamental conventions and C190 on Violence and Harassment in the World of Work and C189 on Domestic Workers.]
 - Extent to which the partner country's gender equality and decent work policy is implemented

¹³ Further information available here: https://ec.europa.eu/international-partnerships/system/files/swd_2020_284_en_final.pdf.

- Indicator: "Extent to which the partner country's labour market policy is informed by sector-specific gender analysis": partners submitted research-informed, evidenced-based recommendations to inform labour policy in most countries, some of which have been taken or are pending potential adoption.
- Indicator: "Extent to which the partner country's gender equality aspects of the labour market policy is monitored and evaluated": Regular monitoring reports monitored the extent to which gender equality was safeguarded amid labour policy and implementation through this Intervention.
- Indicator: "Number of women and men who report gender-based discrimination at work in the last 12 months, at least disaggregated by sex": While state-maintained data remains poor, partners have evidence that an increase has occurred, given the cases that they have assisted.
- Specific thematic objectives (Outcomes): "2. Improved policy, legal framework and access to care services enabling equal division of domestic and care work between women and men": Advocated changes to labour laws, enabling carers' leave and family-friendly work places, can contribute to an improved policy and legal framework that better divides care work among women and men.
 - Indicator: "Extent to which legislation is in place to foster paid maternity, paternity and parental leave": Partners have strongly advocated for such legislation, based also on research recommendations.
 - Indicator: "Extent to which policies and measures are in place to regulate paid maternity, paternity and parental leave, including in the context of COVID-19 recovery plans": Partners have advocated for adoption of the EU Work-Life Balance Directive.
 - Indicator: "Extent to which shared responsibilities of domestic and care work within the household and the family are promoted": Through the online campaign in support of the Work-Life Balance Directive and family friendly work policies, partners have promoted share of care work widely.
- Overall thematic objective (Impact): "Women, men, girls and boys, in all their diversity, participate equally in decision-making processes, in all spheres and at all levels of political and public life, including online, to take on leadership roles, to enjoy and exercise their human rights and seek redress if these rights are denied."
 - Indicator: "Proportion of women in managerial positions (SDG 5.5.2)": As above, the Intervention will contribute in the long-term to promotion of women by seeking to decrease gender-based discrimination in promotion.
- Specific thematic objective 2 (Outcome): "Women and girls, in all their diversity, have improved access to justice to safeguard their civil and political rights"
 - Indicator: "Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex (SDG 5.1.1)": The Intervention worked towards putting in place improved legal framework for address gender-based discrimination, including specific recommendations based on gender policy analysis in the respective research reports.
 - Indicator: "Extent to which legislation is revised to remove gender-discriminatory clauses on family, divorce, custody of children, inheritance, employment, pay, social security, ownership of assets, land etc.": Similarly recommendations for removing gender-discriminatory clauses have been put forward.
 - Indicator: "Number of consultations by partner government at national and local level with women's rights organisations engaged in law reform advocacy": Partners were engaged in consultations with government actors regarding law reforms.
- Specific thematic objective 3 (Outcome): "Women's organisations, other CSOs and women human rights defenders working for gender equality and women's and girls' empowerment and rights work more freely and are better protected by law"

- Indicator: "Number of victims of human rights violations, disaggregated at least by sex, directly benefiting from assistance funded by the EU (EU RF)": The Intervention provided direct legal aid to victims of gender-based discrimination and labour rights violations.
- Indicator: "Number of women human rights defenders who have received EU Support": The Intervention supported several women human rights defenders in their work.
- Indicator: "Number of laws and policies where recommendations made by women's rights organisations have been taken on board by regional, national and local government bodies during the drafting or revision process, including in conflict-affected contexts": Input has been provided on several, and some have been taken while others are pending.
- Indicator: "Extent to which human rights violations against women, men, girls and boys are reported in local and national media, disaggregated by sex": The Intervention has included increasing the reporting of human rights violations involving gender-based discrimination in media.
- Indicator: "Number of women's rights organisations, peacebuilding organisations, feminist organisations, and women human rights defenders' organisations who participated in consultations around new policies and draft legislation with the regional, national and local government/state actor": The Intervention supported organisations in participating in these discussions.
- Specific thematic objective 4 (Outcome): "Equitable social norms, attitudes and behaviours promoting equal participation and leadership by women and men fostered at community and individual levels – through education, media, culture and sports"
 - Indicator: "Extent to which local and national leaders and influencers, including traditional, religious and community leaders, engage in initiatives to challenge and change social norms and discriminatory gender stereotypes": In Montenegro, among other locations, influencers were engaged in films, speaking about and seeking to address discrimination.
 - Indicator: "Extent to which instances of gender-based discrimination are covered in local and in national media": Several instances were covered through the Intervention.

2. DESCRIPTION OF THE EVALUATION ASSIGNMENT

Type of evaluation	Final Evaluation
Coverage	Entire intervention
Geographic scope	Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia (with potential input from Brussels and Stockholm)
Period to be evaluated	From 23/03/2018 to 05/31/2022

2.1 Objectives of the evaluation

The Intervention partners consider evaluation important for accountability, assessing independently results, as well as learning. Evaluation is important for informing the partners' ongoing and planned continued and future work towards addressing gender-based discrimination and furthering women's labour rights.

Systematic and timely evaluation of its programmes and activities is an established priority¹⁴ of the European Commission.¹⁵ The focus of evaluations is on the assessment of achievements, the **quality** and the **results**¹⁶ in the context of an evolving cooperation policy with an increasing emphasis on **result-oriented approaches and the contribution towards the implementation of SDGs**.¹⁷

From this perspective, evaluations should **look for evidence of why, whether or how these results are linked to the EU intervention** and seek **to identify the factors driving or hindering progress**.

Evaluations should provide an understanding of the **cause and effect links** between: inputs and activities, and outputs, outcomes and impacts. Evaluations should serve accountability, decision making, learning and management purposes.

In particular, this evaluation will serve to understand the performance of the intervention, its enabling factors and those hampering a proper delivery of results, so as to inform the planning of ongoing and future interventions.

The main users of this evaluation will be the implementing partners, the EU, Sida as the co-funding agency, and other key stakeholders involved in the implementation of the intervention, towards transparency, including final beneficiaries.

2.2 Evaluation criteria and issues to be addressed

The evaluation will assess the Intervention using the six standard DAC evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, sustainability and any early signs of impact.¹⁸ In addition, the evaluation will assess one EU specific evaluation criterion, which is: "the EU added value (the extent to which the Intervention brings additional benefits to what would have resulted from Member States' interventions only)". The definition of the 6 DAC + 1 EU evaluation criteria is contained for reference in the Annex VII.

The evaluation team must consider to what extent and how **gender, environment and climate change were mainstreamed and addressed by the intervention and the results of this**. This includes examining contributions to the EU GAP III. It shall furthermore consider whether the relevant SDGs and their interlinkages were identified; the principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents

¹⁴ COM(2013) 686 final "Strengthening the foundations of Smart Regulation – improving evaluation" - http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; EU Financial regulation (art 27); Regulation (EC) No 1905/2006; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008.

¹⁵ SEC (2007)213 "Responding to Strategic Needs: Reinforcing the use of evaluation", http://ec.europa.eu/smart-regulation/evaluation/docs/eval_comm_sec_2007_213_en.pdf; SWD (2015)111 "Better Regulation Guidelines", http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf; COM(2017) 651 final 'Completing the Better Regulation Agenda: Better solutions for better results', https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf.

¹⁶ Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cfr. Regulation (EU) No 236/2014 "Laying down common rules and procedures for the implementation of the Union's instruments for financing external " - https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf.

¹⁷ The New European Consensus on Development 'Our World, Our Dignity, Our Future', Official Journal 30th of June 2017. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2017:210:TOC>.

¹⁸ For a definition of the five DAC and the two EU criteria for DG NEAR, see: https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-programming-vol-1-v-0.4.pdf. For further information and guidance from the EC on conducting evaluations, see: https://europa.eu/capacity4dev/evaluation_guidelines/wiki/en-methodological-bases-and-approach-0.

and the extent to which they have been reflected in the implementation of the Intervention, its governance and monitoring.

The **issues to be addressed** as formulated below are indicative. Following initial consultations and document analysis, the evaluation team will discuss them with the Evaluation Manager¹⁹ and propose in their Inception Report a complete and finalised set of Evaluation Questions with indication of specific Judgement Criteria and Indicators, as well as the relevant data collection sources and tools. Once agreed through the approval of the Inception Report, the Evaluation Questions will become contractually binding.

The issues to be addressed are summarised in the following tentative Evaluation Questions, in order of priority, with the last of the least priority for focus:

1. Effectiveness: To what extent has the Intervention achieved its objectives and any other unexpected results? Specifically, which factors or actions within the partners' control could have contributed to more effective advocacy at national and regional levels, if any?
2. Efficiency: How efficient was the Intervention in its use of resources to achieve its aims, particularly in comparison Interventions of a similar nature led by international organisations or UN agencies?
3. Impact: To what extent has the Intervention initiated a change process that suggests potential long-term impact? OR What early signs exist of lasting impact resulting from the Intervention, including specifically signs of contributions to SDGs and EU GAP III implementation?
4. Sustainability: To what extent are the outcomes achieved likely to continue? How could partners further strengthen sustainability?
5. Coherence: How compatible and complimentary was the Intervention with other actions in the sector and how could coherence have been improved? Related, what is the EU added value, beyond Member States' interventions only?
6. Relevance: How relevant has the Intervention been to the needs and priorities of the key stakeholders and final beneficiaries, including anything specifically important outside the initially intended relevance?

2.3 Phases of the evaluation and required outputs

The evaluation process will be carried out in four phases:

- Inception
- Field
- Synthesis
- Dissemination

The following table presents an overview of the key activities to be conducted within each of these phases and lists the outputs to be produced by the team as well as the key meetings to be held. The main content of each output is described in Chapter 5.

¹⁹ The Evaluation Manager is the staff of the Contracting Authority managing the evaluation contract.

Phase	Key activities	Outputs
<u>Inception Phase</u>	<ul style="list-style-type: none"> • Online kick-off meeting • Initial document/data collection • Document analysis • Inception interviews [as relevant] • Stakeholder analysis • Reconstruction of the Intervention Logic (based upon available documentation and interviews) • Methodological design of the evaluation (Evaluation Questions with judgement criteria, indicators and methods of data collection and analysis) and evaluation matrix • Planning of the Field phase 	<ul style="list-style-type: none"> • Inception Report
<u>Field Phase</u>	<ul style="list-style-type: none"> • Gathering of primary evidence with the use of interviews and other techniques proposed by the evaluators. • Debriefing provided to partners online. 	<ul style="list-style-type: none"> • Slide Presentation of initial key findings of the field phase
<u>Synthesis phase</u>	<ul style="list-style-type: none"> • Final analysis of findings • Prepare draft final report • Prepare presentation of draft final report for stakeholders • Present draft final report for validation to key stakeholders • Revise final report, as needed • Submit final report 	<ul style="list-style-type: none"> • Draft Final Report • Draft report presentation slides • Final Report
<u>Dissemination phase</u>	<ul style="list-style-type: none"> • Prepare one-page summary of findings for dissemination to key stakeholders in four languages: English, Albanian, Serbo-Croatian, and Macedonian. 	<ul style="list-style-type: none"> • Summary in four languages.

2.3.1 Inception Phase

This phase aims at structuring the evaluation and clarifying the key issues to be addressed.

It will start with initial background study, to be conducted by the evaluators from home. It will then continue with a kick-off session online. The meeting aims at arriving at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility. It also serves to clarify expectations regarding evaluation outputs, the methodology to be used and, where necessary, to pass on additional or latest relevant information.

In the Inception phase, the relevant documents will be reviewed. Further to this, and in consultation with the Evaluation Manager, the evaluators will reconstruct the Intervention Logic of the Intervention.

Based on the Intervention Logic, the evaluators will finalise i) the Evaluation Questions with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the following phases. The methodological design of the evaluation will be summarised in an evaluation matrix.²⁰

The limitations faced or to be faced during the evaluation exercise will be discussed and mitigation measures described in the Inception Report. Finally, the work plan for the overall evaluation

²⁰ The Evaluation Design Matrix is a table with one row for each evaluation question and columns that address evaluation design issues, such as judgement criteria, indicators, stakeholders, data collection methods, and data sources. The Matrix links each Evaluation Question to the means for answering that question and its indicators.

process will be presented and agreed in this phase; this work plan shall be in line with that proposed in the present ToR.

On the basis of the information collected, the evaluation team should prepare an **Inception Report**; its content is described in Chapter 5. Please, see also Chapter 0.

2.3.2 Field Phase

The Field Phase starts after approval of the Inception Report by the Evaluation Manager.

If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation or not respecting the end of the validity of the specific contract, these elements are to be immediately discussed with the Evaluation Manager and, regarding the validity of the contract, corrective measures undertaken.

During the field phase, the evaluation team shall ensure adequate contact and consultation with, and involvement of the different stakeholders; with the relevant national / local authorities and agencies; and with the relevant CSOs. Throughout the mission, the evaluation team will use the most reliable and appropriate sources of information, respect the rights of individuals to provide information in confidence and with protection of personal data, ensure the highest ethical principles of research with human subjects, and be sensitive to local social and cultural environments.

At the end of the Field Phase the evaluators will prepare a Slide Presentation to inform a debriefing session with the Reference Group; its content is described in Chapter 5.

2.3.3 Synthesis Phase

This phase is devoted to the preparation by the contractor of the Final Report, whose structure is described in the Annex III; it entails the analysis of the data collected during the early phases to answer the Evaluation Questions and the preparation of the overall assessment, conclusions and recommendations of the evaluation.

The evaluation team will make sure that:

- Their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted.
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place.
- The wording, inclusive of the abbreviations used, takes into account the audience as identified in art. 2.1 above.

The evaluation team will deliver to the Evaluation Manager the **Draft Final Report**. The evaluation team shall prepare and make a presentation of the draft report, including key findings and recommendations, and present these during a stakeholder validation meeting. Using the input received during the validation meeting and after addressing the comments consolidated by the Evaluation Manager, the team will finalise the **Final Report**. Please refer to chapter 0 for a description of the process.

2.3.4 Dissemination phase

The evaluation team shall provide the final report in PDF. The team shall also prepare a one-page summary including a short summary of the methodology and key questions addressed; the key findings; and recommendations. This shall be reviewed by the Reference Group and then finalized and translated into all languages: English, Albanian, Serbo-Croatian, and Macedonian. It shall be provided in PDF.

2.4 Management and Steering of the evaluation

The evaluation is managed by the Evaluation Manager. The progress of the evaluation will be followed closely with the assistance of a Reference Group consisting of representatives of the Intervention's implementing partners. The main functions of the Reference Group are:

- To agree on the focus of the evaluation, including the evaluation questions at Inception Phase.
- To assist in the development of the evaluation methodology.
- To facilitate contacts between the evaluation team and the external stakeholders.
- To ensure that the evaluation team has access to and has consulted all relevant information sources and documents related to the Intervention.
- To discuss and comment on notes and reports delivered by the evaluation team.
- To assist in feedback on the findings, conclusions, lessons and recommendations from the evaluation.
- To support the development of a proper follow-up plan after completion of the evaluation.
- To support the Dissemination Phase.

2.5 Language of the Specific contract

The language of the specific contract is to be in English.

3. EXPERTISE REQUIRED

3.1 Number of evaluators and of working days per category

The table below indicates the minimum number of evaluators and the minimum number of working days (overall and in the field), per category of experts to be foreseen by the tenderers. Tenderers may also propose additional days if they see fit. Senior experts are defined as those who can demonstrate more than 10 years' experience conducting evaluations, including expertise conducting evaluations of EU-funded actions. Medium level experts should have at least five to ten years' expertise conducting evaluations, and junior experts at least one year's experience. It is ***essential that the evaluation team includes gender expertise***, including at a Senior level.

Category of experts	Minimum number of evaluators	Total minimum number of working days (total)	(Out of which) minimum number of working days on mission
Senior	1	10	5
Medium	To be proposed by team	To be proposed by team	To be proposed by team
Junior	To be proposed by team	To be proposed by team	To be proposed by team
Total	≥2	≥30	≥20

The evaluation team may propose the number of experts in each category in their bid. However, the evaluation team must have *at minimum* two members. In particular, the Team Leader (to be identified in the offer) is expected to possess senior evaluation expertise coherent with the requirements of this assignment and not provide less than ten working days, out of which at least five should involve fieldwork.

3.2 Expertise required

Evaluators are highly encouraged to propose a team inclusive of diverse members with different knowledge, expertise, and experience as elaborated below.

Minimum requirements of the team:

- More than 10 years of experience conducting professional evaluations by the Team Leader, including strong team management skills and English communication skills;
- At least one member of the team with at least 10 years' experience related to furthering gender equality / gender expertise;
- More specifically, gender expertise *among the team members* must include at least five years' experience among at least one team member that demonstrates each of the following:
 - Gender mainstreaming laws and policy documents (ideally in accordance with the EU Gender Equality Acquis);
 - Strategic policy advocacy targeting governments related to furthering gender equality;
 - Strategic policy advocacy targeting the EU related to furthering gender equality;
 - Awareness-raising towards transforming gender norms and relations;
 - Supporting furthering the capacities of civil society organisations.
- At least one member of the team with knowledge and at least two years' experience related to addressing gender-based (and ideally intersectional/multiple) discrimination in the field of work and labour rights;
- At least one team member with at least five years' experience with conducting strategic advocacy targeting governments and the EU;
- At least one team member with demonstrated knowledge of the EU and EU accession process;
- At least one team member with demonstrated knowledge of the EU Gender Equality Acquis, Gender Action Plans, and SDG commitments to gender equality;
- At least one team member with five years' demonstrated experience working with women's rights organisations and women's movements; and
- At least one team member with at least five years' experience working in and strong familiarity with the WB region, including knowledge of ongoing EU Accession processes and understanding of key gender inequalities in the region, particularly related to labour.

Additional considerations of the team:

- Knowledge and experience working with local foundations and specifically women's funds is strongly encouraged, but not required; and
- Experience conducting effective Social and Behavioural Change campaigns, especially related to transforming gender norms, in the WB or similar contexts is highly encouraged but not required.
- **Gender balance in the proposed team, at all levels, is highly recommended** and should be striven for.

Language skills of the team:

- Very strong communication skills in English, including excellent writing, speaking, and listening skills;
- English: at least one member, including the Team Leader, shall possess a level C2 expertise;
- Serbo-Croatian: at least one member shall possess a level C1 expertise;
- Albanian: at least one member shall possess a level C1 expertise;
- Macedonian: is encouraged but not required.

Languages levels are defined for understanding, speaking and writing skills by the Common European Framework of Reference for Languages available at <https://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr> and shall be demonstrated by certificates or by past relevant experience.

4. LOCATION AND DURATION

4.1 Location(s) of assignment

The assignment will take place in Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Stockholm and Brussels. Field visits are optional, but not required; the evaluation may take place online, using internet technology, based on the proposal of the evaluation team.

4.2 Foreseen duration of the assignment in calendar months

Maximum duration of the assignment: three calendar months. This overall duration includes working days, weekends, periods foreseen for comments, for review of draft versions, debriefing sessions, and dissemination activities.

4.3 Starting period and planning

Provisional start of the assignment is the end of April 2022. As part of the technical offer, the contractor must fill in the timetable in the Annex IV (to be finalised in the Inception Report). The 'Indicative dates' are not to be formulated as fixed dates but rather as days (or weeks, or months) from the beginning of the assignment (to be referenced as '0').

5. REPORTING

5.1 Content, timing and submission

The evaluation deliverables must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs, and tables; a map of the area(s) of the intervention is required (to be attached as Annex). The outputs to be submitted are included in the following table:

Output	Number of Pages (excluding annexes)	Main Content	Timing for submission
Inception Report	<15 pages	<ul style="list-style-type: none"> Reconstruction of Intervention Logic Stakeholder map Methodology for the evaluation, including: <ul style="list-style-type: none"> Evaluation Matrix: Evaluation Questions, with judgement criteria and indicators, and data analysis and collection methods Consultation strategy and methods Field visit approach, including the criteria to select the field visits Analysis of risks related to the evaluation methodology and mitigation measures Work plan of the entire evaluation 	End of Inception Phase (27 April)

Slide presentation	<20 slides	<ul style="list-style-type: none"> Key, preliminary findings of the field phase to guide the debriefing session 	End of Field Phase (week of 23 May TBC)
Draft Final Report	<25 pages	<ul style="list-style-type: none"> See detailed structure in Annex III 	End of Synthesis Phase (7 June)
Slide presentation	<25 slides	<ul style="list-style-type: none"> Summary of findings and recommendations for validation workshop 	7 June
Final report	<25 pages	<ul style="list-style-type: none"> Same specifications as the Draft Final Report, incorporating any comments received from the concerned parties during the validation workshop and on the draft report that have been accepted. 	2 weeks after having received comments to the Draft Final Report.
Final Dissemination Products	1 page	<ul style="list-style-type: none"> Summary of findings 	Week of 12-15 July (TBC)

5.2 Comments on the outputs

For each report, the Evaluation Manager will send to the Contractor consolidated comments including those received from the Reference Group or the approval of the report. The revised reports addressing the comments shall be submitted based on the agreed timeframe within the contract. The evaluation team should provide a separate document explaining how and where comments have been integrated or the reason for not integrating certain comments, if this is the case. Alternatively, the evaluation team may provide this information using track changes on the document itself, supplying the version with track changes together with the finalized output.

5.3 Language

All reports shall be submitted in the official language of the contract, as indicated in Chapter 2.5. The output shall be translated into Albanian, Serbo-Croatian, and Macedonian languages: one-page summary of Final Report.

5.4 Formatting of reports

All reports shall be produced on A4 paper, using Tahoma font, normal font size 11, justified (except bullet points and tables), single-spaced, using tabs rather than spaces between paragraphs to denote new paragraphs. Tables may be font size 10. All footnotes shall be single spaced, font size 9. All pages shall be numbered, and a table of contents included. All reports shall be submitted in Word and PDF formats.

6. CONTENT OF THE OFFERS

The offers to be submitted for the execution of this contract will include a Technical and a Financial Offer.

6.1 Technical offer

The Technical Offer will compulsorily include:

- An introductory and short chapter detailing the comprehension by tenderers of the assignment and its main challenges.

- A chapter detailing the tentative methodology to conduct the evaluation; this methodology will then be finalised in the Inception Report. The tentative methodology will detail how the evaluation will address the cross-cutting issues mentioned in this ToR and notably gender equality and the empowerment of women, as well as ethical considerations in conducting “research” with human subjects and data protection considerations. The tentative methodology will include (if applicable) the communication messages, materials, and management structures.
- A short analysis of the main risks and remedy measures of the assignment.
- A chapter detailing the relevance of the team composition and competencies to the work to be undertaken, including the aforementioned minimum requirements, and how the tasks will be organised.
- Annex: the CVs of the proposed expert(s) (max length of each CV: 2 pages).
- Annex: a synoptic table detailing the work to be undertaken by each proposed expert and their role, based on the proposed methodology.
- Annex: the proposed timetable (Gantt chart), considering the indicated timeframe in section 5.1.

The maximum length of the Technical offer shall be 10 pages excluding annexes.

6.2 Financial offer

The Financial Offer must respect the format of the attached Annex VI. Offers using a different format will be disqualified.

7. BUDGET OF THE PRESENT EVALUATION

The maximum budget allowed for the execution of the present contract is seven thousand and five hundred Euros (€7,500) gross. This is inclusive of all fees and costs related to the assignment. The offer should be exempt from Value Added Tax (VAT).

8. DEADLINE FOR THE SUBMISSION OF QUESTIONS

Questions and requests for clarification are to be submitted (if need will be) by 8 April 2022 at 17:00, local time of Pristina, Kosovo via email at procurement@womensnetwork.org. The text of the questions received (once anonymised) and the responses will be published on the KWN website under [vacancies](#) to ensure equal treatment.

9. SUBMISSION OF THE OFFERS AND THEIR ASSESSMENT

9.1 Deadline for the submission of the offers

The offers for undertaking this assignment must be received by **15 April 2022 at 24:00**, local time of Pristina, Kosovo. Late submission of offers leads to their disqualification.

9.2 Modalities for the submission of the offers

Offers shall be submitted electronically via email to procurement@womensnetwork.org.

9.3 Assessment of the offers

The offers will be assessed as detailed in Annex I.

10. INVOICING AND PAYMENTS

Invoices shall be submitted to Alba Loxha at Alba@womensnetwork.org. Payment shall be made as agreed by contract.

ANNEXES

11. ANNEX I: CRITERIA TO ASSESS THE OFFERS

The assessment will first take into consideration the Technical Offer, scoring these based on the established criteria below, attributing a maximum 50 points for the proposed approach to work and 50 points for the proposed team. Only Financial Offers of those tenderers whose Technical Offer scored higher than a 75/100 threshold will be assessed.

11.1. Technical evaluation criteria

The Contracting Authority selects the offer with the best value for money using an 80/20 weighting between technical quality and price. Technical quality is evaluated based on the following grid:

Criteria	Maximum
<i>Total score for the approach to work</i>	<i>50</i>
<ul style="list-style-type: none">• Understanding of ToR and the aim of the services to be provided	10
<ul style="list-style-type: none">• Overall methodological approach, quality control approach, appropriate mix of tools and estimate of difficulties and challenges	25
<ul style="list-style-type: none">• Qualification of tenderer and backstopping	5
<ul style="list-style-type: none">• Organisation of tasks including timetable	10
<i>Score for the expertise of the proposed team</i>	<i>50</i>
<i>OVERALL TOTAL SCORE</i>	<i>100</i>

11.2. Technical threshold

Any offer falling short of the technical threshold of 75 out of 100 points, is automatically rejected.

11.3. Interviews during the evaluation of offers

During the evaluation process of the offers received, the Contracting Authority reserves the right to interview by phone one or several members of the proposed evaluation teams. Phone interviews will be tentatively carried out during the period from 18-19 April 2022.

12. ANNEX II: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM

This Annex contains a list of available information on the intervention. This included both documents that can be gathered online during tendering; and documents that will be given to the evaluators after signature of the contract.

- Intervention Application, annexes and amendments
- Legal texts and political commitments pertaining to the Intervention to be evaluated (as summarised in the Application) and elaborated in the baseline and final gender analyses relating to the Intervention:
 - Farnsworth et al. for the Kosovo Women's Network (KWN), *Gender-based discrimination and Labour in the Western Balkans*, KWN: Pristina, 2019, at: <https://womensnetwork.org/publications/gender-based-discrimination-and-labour-in-the-western-balkans/>. The second edition of this report will be released in May 2022. For country-specific reports, please see:
 - Albania, https://gadc.org.al/media/files/upload/GBD%20Labour%20Albania_EN.pdf;
 - Bosnia and Herzegovina, <http://hcabl.org/wp-content/uploads/2019/05/GENDER-BASED-DISCRIMINATION-AND-LABOUR-IN-BOSNIA-AND-HERZEGOVINA-FINAL.pdf>;
 - Kosovo, https://womensnetwork.org/wp-content/uploads/2019/05/GBD-Labour-Kosovo_ISBN-978-9951-737-31-9_FINAL.pdf;
 - Montenegro, https://womensrightscenter.org/wp-content/uploads/2020/09/Rodno_zasnovana_diskriminacija_eng.pdf;
 - North Macedonia, <https://reactor.org.mk/en/publication-all/gender-based-discrimination-and-labour-in-north-macedonia/>;
 - Serbia, https://kvinnatillkvinna.org/wp-content/uploads/2019/05/EU_Final_GenderLabourSerbia_eng.pdf; and the second edition: <https://kvinnatillkvinna.org/publications/gender-based-discrimination-and-labor-in-serbia/>; and
 - Other second editions, forthcoming, shortly.
- Country Strategy Paper for all countries and Indicative Programmes (and equivalent) for the periods covered
- Relevant national / sector policies and plans from national and local partners and other donors
- Financing agreement and addenda of the Intervention
- Annual progress reports of the Intervention
- ROM monitoring report of the Intervention

- Policy briefs, advocacy letters, and other documentation produced during the Intervention
- Social media and other communication materials developed and circulated during the Intervention
- Relevant documentation from national/local partners, sub-grantees, and other donors
- Guidance for Gender sensitive evaluations
- Any other relevant document

Note: The evaluation team has to identify and obtain any other document worth analysing, through independent research and during interviews with relevant informed parties and stakeholders of the Intervention.

13. ANNEX III: STRUCTURE OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY

The structure of the evaluation report will be as follows.

The cover page of the Final Report shall carry the following text:

This evaluation is supported and guided by the Kosovo Women's Network and its partners, and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of the Kosovo Women's Network or its partners, nor of the European Commission or of the Swedish International Development Cooperation Agency, which financed this evaluation.

The Final Report shall include the following:

Executive Summary	A tightly-drafted and to-the-point Executive Summary. It should be short: no more than one page. It should focus on the key purpose or issues of the evaluation; summarise the methodology employed and stakeholders consulted in a sentence; and clearly indicate the main conclusions, lessons to be learned, and specific recommendations.
1. Introduction	A description of the intervention, of the relevant countries'/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.
2. Findings: Answers to the Evaluation Questions	A chapter presenting the Evaluation Questions and conclusive answers, together with evidence (findings) and reasoning. An overall assessment of the intervention is to be added, as well. It shall be based on the detailed response to the Evaluation Questions.
3. Conclusions	This chapter contains the conclusions of the evaluation, organised per evaluation criterion. A paragraph or sub-chapter should note the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive. The transferable lessons from this evaluation are to be included in this chapter.
4. Recommendations	They are intended to prepare the design of continued work in the area of the Intervention and potentially a new Intervention. Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels.
Annexes to the report	<p>The report should include the following annexes:</p> <ul style="list-style-type: none">• The Terms of Reference of the evaluation• The names of the evaluators and their companies (CVs can be attached, but summarised and limited to one page per person)• Evaluation methodology including tools utilised, analysis of the limitation of the methodology, remedy and degree of confidence in the conclusions (e.g., estimation of potential error in the evaluation).• Evaluation Matrix (a table presenting the research methods and data sources used to respond to each evaluation question, as well as the indicators used).• Intervention logic / Logical Framework matrix of the intervention.• Relevant geographic map(s) where the intervention took place• List of persons/organisations consulted (unless they choose to remain anonymous)• List of all literature and documentation consulted• Other technical annexes as relevant (e.g. statistical analyses, matrix of evidence, databases)

14. ANNEX IV: PLANNING SCHEDULE

This annex must be included by tenderers in their Technical Offer and forms an integral part of it. Tenderers can add as many rows and columns as needed. The phases of the evaluation shall reflect those indicated in the present Terms of Reference.

		Indicative Duration in working days ²¹		
Activity	Location	Team Leader	Evaluator ...	Indicative Dates
Inception phase: total days				
•				
•				
Field phase: total days				
•				
•				
Synthesis phase: total days				
•				
•				
Dissemination phase: total days				
•				
•				
TOTAL working days (maximum)				

²¹ Add one column per each evaluator.

15. ANNEX V: LOGICAL FRAMEWORK MATRIX (LOGFRAME) OF THE INTERVENTION

Please note that based on Amendment 1 to the Contract, the Logical Framework was slightly amended, and the final, approved version is presented herein. Changes are indicated with underlined text to show additions and strike-through text to show deletions. In this approved version in the Contract Amendment, the entire "Current Value" column was updated as of the end of 31 December 2020. An updated Logical Framework will be presented at the initiation of the Evaluation.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
Overall objective: Impact	Diverse CSOs in SEE are empowered to effectively hold relevant institutions accountable for implementing anti-discrimination legislation related to women's labour rights.	<ul style="list-style-type: none"> - Extent to which diverse CSOs effectively hold institutions accountable in implementing anti-discrimination legislation - Relevant institutions take steps towards better implementing anti-discrimination legislation related to women's labour rights 	<ul style="list-style-type: none"> - Very few CSOs involved directly in holding institutions accountable in implementing anti-discrimination legislation; low knowledge; weak capacities (2017) - No steps taken related to this Action (2017) 	<u>As illustrated by indicators below, progress made on targets. More, diverse CSOs involved; and more institutions taking steps to better implement anti-discrimination legislation related to women's labour rights, as illustrated below and within this report.</u>	<ul style="list-style-type: none"> - Diverse CSOs' increased and improved involvement in holding institutions accountable in implementing anti-discrimination legislation (2022) - Relevant institutions take more steps towards implementing anti-discrimination baseline (2022) 				<ul style="list-style-type: none"> - Narrative reports and final external evaluation report with qualitative explanations and evidence of CSOs' increased involvement in holding relevant institutions accountable for implementing anti-discrimination legislation - Monitoring reports (baseline compared to end of project, Activity 3.1.1.), demonstrating change; narrative reports of CSOs with specific examples. 	<ul style="list-style-type: none"> - CSOs interested in furthering capacities to hold institutions accountable, following awareness-raising and support - Institutions implement legal framework appropriately, following awareness-raising, advocacy and media pressure, as needed - With partners' active outreach and empowerment, diverse women's CSOs effectively engage in holding institutions accountable - With partners' and CSOs' involvement of diplomats and media, officials will be pressured to address discrimination issues, despite common challenges affiliated with political instability

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
										and politicization of issues.
Specific objective(s): Outcome(s)	Oc1. Impact improved of CSOs, particularly women's rights and grassroots groups, in holding relevant institutions accountable to implementing anti-discrimination legislation related to women's labour rights and empowering women to claim their rights.	<ul style="list-style-type: none"> - # of changes²² that occur as a result of diverse CSOs' advocacy - # of anti-discrimination cases brought to relevant institutions and monitored towards proper address 	<ul style="list-style-type: none"> - 0 through this Action (2017) - 0 through this Action (2017) and very few generally (research showed, 2018) 	<ul style="list-style-type: none"> - <u>12</u> - <u>83</u> 	-N/A	- <u>N/A</u>	- 11	- 16	<ul style="list-style-type: none"> - Documents, policies, media coverage, and other forms of evidence of such changes - Reports, media coverage, participants lists reported annually by all partners and jointly 	<p>Weak capacities of some CSOs enhanced through additional support, as needed</p> <p><u>Some institutions continue to function and online advocacy remains possible amid COVID-19 isolation measures and impacts. No-cost extension provides more time to advocate and support cases, following delays due to political changes and limited functioning institutions amid COVID-19.</u></p> <p><u>In Montenegro, the Bar Association does not remain on strike indefinitely, enabling access to justice via courts, as well as other procedures. Legal advice continues regardless, directing women to relevant institutions.</u></p>

²² "Changes" refer to any difference in approach, policy, and/or treatment of discrimination cases, following CSOs' advocacy, which evidence the impact of CSOs' advocacy.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
										Women, including those affected by COVID-19, suffering discrimination encouraged to bring cases to court with support
	Oc2. Existing coalition of CSOs strengthened at regional and EU level.	- % of joint Advocacy Strategy implemented - Increased index score on the OACA for partners and grant recipients, respectively (demonstrating strengthened coalition due to CSOs advocacy capacities)	- 0% (2017) - <u>3.6 for partners, 3.4 for grant recipients</u>	<u>131%</u> ²³ - <u>3.6 for partners, 3.4 for grant recipients</u>	N/A - N/A	N/A - N/A	N/A - N/A	- 75% - 4.0 for partners, 3.75 for grant recipients	- Monitoring and evaluation database, which shows progress on indicators - OACA scores, as documented in Excel database, and supporting evidence	CSOs willing to collaborate and participate actively in furthering their capacities, as agreed within their contracts and incentivized through linkages with final payments. <u>Innovative approach to online training and mentoring amid COVID-19, rather than face-to-face, can achieve the same results.</u>
	Oc3. Enabling environment improved for CSOs to hold relevant institutions accountable.	- # of legislative and policy amendments put forward as a result of this action, related to the gender equality law acquis - # of actions by relevant institutions (e.g., NGEMs)	- 0 (2017)	- <u>16</u> - <u>17</u>	- N/A - N/A	- 3 new, totalling 7. - 1	- 5 new, totalling 12. - 4 new,	- 6 new, totalling 18.	- Written policy recommendations submitted - Documentation and examples of actions	With associate agreements and additional meetings, key institutions support improvements to the enabling environment. <u>COVID-19 does not significantly delay legal processes and hinder</u>

²³ This may change given that advocacy activities are added and removed based on needs and the context, as proposed.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
		Ombudspersons, Inspectorates, etc.), particularly affiliates, that support CSOs' efforts to enable implementation of anti-discrimination legislation	- 0 (2017)				totalling 5	- 6 new totalling 11	taken, as verified in external evaluation	<u>work of relevant institutions for several months. Progress in Yr2 supports achievement of results, despite delays related to virus.</u>
Outputs	Op 1.1. CSOs' participation in decision-making processes and reforms related to women's labour rights increased and improved.	- # of diverse CSOs participating in different advocacy initiatives, decision-making processes and reforms related to women's labour rights, disaggregated by CSO location, mission/focus, and gender of CSO leader - % of CDPs implemented, showing improvement in organizational and advocacy capacity	- 6 - 0%	- <u>176</u> - <u>42%</u>	- 6 N/A	- 43 45% for partners	14 new, totalling 57 N/A	180 90% for partners and sub-grantees	- Evidence and documentation of CSOs' involvement in narrative reports and external evaluation report - OACA, showing changes on areas of CDP, verified by external evaluation	CSOs are interested in applying for and actively taking part in advocacy actions, as well as in furthering their capacities. Targets for capacity development as per CDP are set in sub-grantee contracts.
	Op 2.1. Existing coalition of CSOs further consolidated and capacities strengthened in monitoring, watchdog initiatives,	- Improved, shared regional advocacy strategy	- Partially planned, unwritten regional advocacy strategy (2015)	<u>Written evidence-based, well-coordinated and planned regional advocacy strategy</u>	N/A	Written evidence-based, well-coordinated and planned regional	Same	Same	- Written Regional Advocacy Strategy (document) - Meeting minutes and evidence of advocacy initiatives undertaken jointly,	- Following research and networking, CSOs identify common issues and methods for advocacy, on which they can collaborate. Solidarity among coalition members

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
	citizen engagement and evidence-based advocacy.	- # of joint advocacy initiatives on regional and EU level undertaken (related to labour rights)	- 0 (2017)	- 6	- 1	advocacy strategy - 1	- 1	- 8	verified by external evaluation	safeguarded through transparency, information-sharing and regular networking Extension and reallocation request approved, enabling partners to undertake joint advocacy in Brussels.
	Op 2.2. Cooperative relations between CSOs and other stakeholders improved in furthering implementation of anti-discrimination legislation.	- # of meetings held among CSOs and other stakeholders to plan and undertake joint advocacy towards implementing anti-discrimination legislation - # of joint advocacy initiatives undertaken involving cooperation among CSOs and other stakeholders.	- 0 through this action (2017) - 0 through this action (2017)	- 121 - 65	36 6	72 12	108 18	144 71	- Meeting minutes, photographs, and other evidence of meetings - Documentation of advocacy initiatives, such as meeting minutes, photographs, and other evidence	Other stakeholders are willing to meet with CSOs and some are willing to take joint advocacy initiatives.
	Op 3.1. Availability of case law and examples of legal cases improved, due	Existing anti-discrimination cases that are documented in research reports and made publicly available	Little information currently available.	Published baseline research reports contain the minimal	Baseline report	N/A	N/A	- Published examples of legal cases	- Published research reports	- With support from activists, people file relevant anti-discrimination cases. With pressure from media, associates and

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
	to research and strategic litigation.			information available regarding case law or examples of cases.				made available in final reports		diplomats, courts pressured to complete cases, <u>including amid COVID-19 affected procedures</u> . Existing EU case law promoted, offering examples.
	Op 3.2. Understanding of discrimination against women at work and opportunities for its address improved among citizens, institutions and other stakeholders.	<ul style="list-style-type: none"> - # of evidence-based research reports published, by country and as region, on the implementation of anti-discrimination law, particularly related to women's labour rights - # of times media cover issues relating to discrimination against women at work and discrimination cases (proxy for awareness) - # of awareness-raising meetings held with stakeholders 	<ul style="list-style-type: none"> - 0 through this Action (2017) - 0 through this Action (2017) 0 through this action (2017) 	<ul style="list-style-type: none"> - 2 - <u>260</u> - <u>212</u> 	<ul style="list-style-type: none"> - 7 - 60 - 42 	<ul style="list-style-type: none"> - N/A - 120 - 84 	<ul style="list-style-type: none"> - N/A - 180 - 126 	<ul style="list-style-type: none"> - 14 - 300 - 220 	<ul style="list-style-type: none"> - Reports (publications) - Media monitoring database with links and clippings for verification. - Documentation of meetings: meeting minutes, photos, and other evidence 	<ul style="list-style-type: none"> Approved reallocation request and extension enables production of quality reports. Use of alternative media outlets and social media, as needed, ensure that information about discrimination-related issues reaches a broad audience.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
Activities	Related to Op 1.1, 2.1: <i>A 1.1.1. Organize capacity-building for CSOs</i>	- # of diverse CSOs participating in different advocacy initiatives, decision-making processes and reforms related to women's labour rights, disaggregated by CSO location, mission/focus, and gender of CSO leader - % of CDPs implemented, showing improvement in organizational and advocacy capacity - Improved, shared regional advocacy strategy - # of joint advocacy initiatives on regional and EU level undertaken (related to labour rights)	Means: Staff (of partners and sub-grantees), equipment, training (provided by KWN staff), supplies, operational facilities, communications, transport, capacity development experts for local capacity building (financed through partners' budgets; budget line 6.1), experts, hotels Costs: Budget lines, including: 1. Human Resources (all staff involved in different aspects from building capacities to promoting work); 2. Travel (locally and internationally for KWN staff to facilitate OACAs); 3.2 Laptop required for training and work while travelling; 4. Local Office (for organizing and holding meetings, communicating to organize and relevant office supplies); 6.1 Grants to implementing partners (covering their staff and experts to support sub-grantee capacity-building as needed, as well as travel and office costs); 6.2 Hotels for KWN, partners, and experts providing capacity-building; and 6.1. other contracted experts to provide capacity building. Potentially some advocacy costs (6.7.2.-6.7.7.), as needed.							CSOs could resist or not take capacity development support seriously, which would undermine progress towards furthering their capacities
	Related to Op 1.1, 2.1: <i>A 1.1.2. Launch public calls for proposals with accessible procedures, using a proven,</i>	- # of diverse CSOs participating in different advocacy initiatives, decision-making processes and reforms related to women's labour rights, disaggregated by CSO location,	Means: Staff (partners and sub-grantees), equipment, training, supplies, operational facilities, communications, transport, translation services Costs: Budget lines: 1. Human Resources (all staff involved in capacity-building, monitoring, collaborating with, and evaluating sub-grantees' initiatives based on their positions); 2. Travel (locally and internationally for KWN staff to monitor and support capacity-building of sub-grantees); 3.2 Laptops required for staff to work while travelling; 4. Local Office (for organizing and holding meetings, communicating to organize meetings and relevant office supplies); 5.5 Translation of sub-grantee documents and at events; 6.1 Grants to							CSOs perhaps will not apply for sub-grants or will lack capacities to fulfil very minimum criteria. Challenges may exist for sub-grantees in implementing their initiatives.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
	<i>transparent and fair process; and provide sub-grants for monitoring, advocacy and awareness-raising to diverse CSOs in six countries</i>	mission/focus, and gender of CSO leader - % of CDPs implemented, showing improvement in organizational and advocacy capacity - Improved, shared regional advocacy strategy - # of joint advocacy initiatives on regional and EU level undertaken (related to labour rights)	implementing partners (covering their staff to support sub-grantees, as needed, as well as travel, communication and office costs); 6.3 Grants to sub-grantees, 6.4 to organize info-sessions regarding sub-grant in Kosovo plus within partners' budgets for their countries under 6.1), and 6.5 for orientation sessions (in Kosovo plus within partners' budgets for their countries under 6.1). Release of contingency reserve (10) to support sub-grantees amid unforeseen challenges faced due to COVID-19.							COVID-19 contributes to delays and other challenges in realizing aims.
	Related to Op 1.1, 2.1, 2.2: A 1.1.3. Undertake evidence-based advocacy at national, regional and EU levels for amendments to laws and laws' implementation	- # of diverse CSOs participating in different advocacy initiatives, decision-making processes and reforms related to women's labour rights, disaggregated by CSO location, mission/focus, and gender of CSO leader - % of CDPs implemented, showing improvement in organizational and advocacy capacity	Means: Staff (partners), equipment, training, supplies, operational facilities, communications, transport, translation services Costs: Most sub-activities will use internal resources and means, including budget lines: 1. Human Resources (all staff involved based on their positions); 2. Travel (locally for KWN staff to monitor and support advocacy and internationally to participate in advocacy in Brussels); 3.2 Laptops required for staff to work while travelling; 4. Local Office (for organizing and holding meetings, communicating to organize meetings and relevant office supplies); 6.1 Grants to implementing partners (covering their staff which will undertake advocacy initiatives, as well as travel, communication and office costs); 6.6 for organizing the strategic planning meeting among partners, and 6.7 for advocacy action, the content of which will be determined based on the strategy in Yr1. Most advocacy initiatives will be undertaken efficiently, using primarily human resources of the partners. Also, 1.3 per diems, 2.1 international travel, and 6.11 Accommodation for advocacy in Brussels.							Lack of solidarity among CSOs could undermine their collaboration on joint advocacy initiatives. Institutions refuse to meet or cooperate, undermining advocacy efforts.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
		<ul style="list-style-type: none"> - Improved, shared regional advocacy strategy - # of joint advocacy initiatives on regional and EU level undertaken (related to labour rights) - # of meetings held among CSOs and other stakeholders to plan and undertake joint advocacy towards implementing anti-discrimination legislation - # of joint advocacy initiatives undertaken involving cooperation among CSOs and other stakeholders. 								
	<p>Related to Op 2.1, 2.2:</p> <p>Activity 2.1.1: Organize networking and experience exchange among CSOs and stakeholders</p>	<ul style="list-style-type: none"> - Improved, shared regional advocacy strategy - # of joint advocacy initiatives on regional and EU level undertaken (related to labour rights) - # of meetings held among CSOs and other stakeholders to plan and undertake joint 	<p>Means: Staff (all partners), equipment, training, supplies, operational facilities, communications, transport, translation services</p> <p>Costs: The Activity will use internal resources and means, including budget lines: 1. Human Resources (all staff involved based on their positions); 3.2 Laptops required for staff to work; 4. Local Office (for organizing and holding meetings, communicating to organize meetings and relevant office supplies); 6.1 Grants to implementing partners (covering their staff who will be involved in these meetings, meeting costs at the national level, travel within country and communications costs); and 6.8 for the transnational networking meetings (including transport to these only, hotel, space, and food for all partners' attendance). Also, 1.3 per diems, 2.1 international travel, and 6.11 Accommodation for advocacy in Brussels.</p>							See above

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
		advocacy towards implementing anti-discrimination legislation - # of joint advocacy initiatives undertaken involving cooperation among CSOs and other stakeholders.								
	Activities related to Op 3.1., 3.2.: A 3.1.1. Research on implementation of anti-discrimination law, particularly related to women's labour rights	<ul style="list-style-type: none"> - Existing anti-discrimination cases that are documented in research reports and made publicly available - # of evidence based research reports published, by country and as region, on the implementation of anti-discrimination law, particularly related to women's labour rights - # of times media cover issues relating to discrimination against women at work and discrimination cases (proxy for awareness) - # of awareness-raising meetings held with stakeholders 	<p>Means: Staff (all partners), equipment, mentoring for partners/researchers as needed, supplies, operational facilities, communications, transport, translation services, contracted research services (as relevant for some partners)</p> <p>Costs: Budget lines: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 Laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 5.5 translation; 6.1 Grants to implementing partners (covering their staff who will be involved organizing the research, for them to contract research services or to conduct research, as relevant, and communications costs); and 6.9 for KWN's research costs.</p>							Difficulties accessing information from public institutions and/or locating existing case law pertaining to discrimination cases within countries.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
	A 3.1.2. Court monitoring	- # of anti-discrimination cases brought to relevant institutions and monitored towards proper address	Means: Staff (all partners), equipment, supplies, operational facilities, communications, transport Costs: Budget lines: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 Laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 6.1 Grants to implementing partners (covering their staff who will be involved monitoring); and, as needed, 6.3 sub-grants to other organizations to carry out more in-depth monitoring.							Courts do not allow access to information or monitoring of court cases. <u>Institutions closed due to coronavirus.</u>
	A 3.1.3. Publication and broad dissemination of results	- # of evidence based research reports published, by country and as region, on the implementation of anti-discrimination law, particularly related to women's labour rights	Means: Staff (all partners), equipment, supplies, operational facilities, communications, transport, translation services Costs: Budget lines: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 5.5 translation; 6.1 grants to implementing partners (covering their staff who will be involved presenting the research, the venue, translation services, and communications costs affiliated with the publication); 5.1 for publishing the four reports 6.10 for KWN's launching events; and 6.11for advocacy in Brussels (only for hotel rooms, as transport and per diem are covered in budget lines 1 and 2).							Key officials in Brussels unavailable to meet.
	A 3.1.4. Awareness-raising of stakeholders	- # of awareness-raising meetings held with stakeholders	Means: Staff (all partners), equipment, supplies, operational facilities, communications, transport Costs: Budget lines of: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 Laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); and 6.1 Grants to implementing partners (covering their staff, travel, local office, and communications costs). Meetings will be held in officials' offices, EU centres and other free of charge locations, making efficient use of resources. Therefore, no additional budget line appears in the budget for this activity.							Key officials and stakeholders in institutions refuse/ unavailable to meet. Citizens do not attend meetings. <u>Meetings postponed due to coronavirus, adjusted for online awareness raising.</u>
	A 3.1.5. Engaging media in awareness-raising and covering discrimination cases	- # of times media cover issues relating to discrimination against women at work and discrimination cases (proxy for awareness)	Means: Staff (all partners), equipment, operational facilities, communications, transport, translation services to translate materials, as needed, designer, media Costs: Budget lines of: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 Laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 5.5 Translation; 6.1 Grants to implementing partners (covering their staff, travel, local office, communications costs, and work with media); and 5.7 for fees for services of media and designers of media campaigns.							Media do not cover issues raised or provide negative coverage.

Results chain		Indicators	Baseline	Current value	Targets				Sources and means of verification	Assumptions
			2017	31.12.2020	Y1 3/2019	Y2 3/2020	Y3 3/2021	Y4 5/2022		
	A 3.1.6. <i>Empowering women to report and seek address for discrimination</i>	- # of anti-discrimination cases brought to relevant institutions and monitored towards proper address	Means: Staff (all partners, sub-grantees), equipment, supplies, operational facilities, communications, transport, potentially translation services Costs: Budget lines of: 1. Human Resources (most staff involved based on their positions); 2. Travel; 3.2 Laptops required for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 5.5 translation; 6.1 Grants to implementing partners (covering their staff, travel, local office, and communications costs, and empowerment activities); 6.3 Sub-grants for CSOs to carry out empowerment work; 6.12 empowerment meetings in Kosovo.							Women unable or afraid to attend due to social pressure. <u>Institutions closed due to coronavirus.</u>
	A 3.1.7. <i>Support for strategic litigation, potentially including class actions</i>	# of anti-discrimination cases brought to relevant institutions and monitored towards proper address	Means: Staff (all partners, sub-grantees), equipment, supplies, operational facilities, communications, transport Costs: Budget lines of: 1. Human Resources (mostly staff involved based on their positions); 2. Travel; 3.2 Laptops for staff to work; 4. Local Office (for organizing, communicating and relevant office supplies); 6.1 Grants to implementing partners (covering their staff, travel, local office, and communications costs, and legal aid costs); 6.3 Sub-grants for CSOs to provide legal aid and/or support strategic litigation (potentially); 5.8 Services and reimbursement of fees affiliated with strategic litigation.							Difficulty identifying strategic litigation cases as people fear coming forward or filing cases. Relevant institutions fail to implement anti-discrimination legislation properly. <u>Institutions closed due to coronavirus.</u>

16. ANNEX VI: FINANCIAL OFFER TEMPLATE

Please use the following template for the Financial Offer, submitted in Microsoft Excel in Euros. Please note that all offers must be VAT exempt and include all costs affiliated with the evaluation.

Financial Offer						
#	Description of expense	Unit	# of units	Amount per unit	Total amount	Justification / Comment
Human Resources / Experts Sub-total					€ -	
1						
2						
Evaluation Costs					€ -	
3						
4						
5						
Operational / Overhead Costs Subtotal						
6						
7						
Total Offer					€ -	

17. ANNEX VII: RISK ANALYSIS, MITIGATION AND ASSUMPTIONS

The table below summarizes the results of a thorough risk analysis and contingency plan carried out during Intervention planning and updated during the Intervention as needed, particularly related to the COVID-19 pandemic. The related revisions were included in the revised, approved Application as part of Amendment 1 and are included below.

The first column states the relevant level of logic related to the risk. The second column summarizes the main risks identified. The third refers to the "Impact" of the risk (Im.): how intensely the risk would impact the Intervention's success: high (H), moderate (M) or low (L). The fourth column refers to the "Probability" that the risk will occur (Pr): highly likely (H), moderate (M), or low (L). Due to space restrictions, risks assessed to have low important and/or low probability have been removed from this table. The fifth column details measures planned to mitigate potential risks. The sixth column states assumptions, formulated based on identified risks and planned mitigation, also in the Logframe.

Results	Risk	Im.	Pr.	Mitigation	Assumption
Impact: Diverse CSOs in SEE are empowered to effectively hold relevant institutions accountable for implementing anti-discrimination legislation related to women's labour rights.	<ul style="list-style-type: none"> -CSOs disinterested in furthering implementation of anti-discrimination legislation, as not priority/in mission -Institutions continue to resist or fail in implementing anti-discrimination legislation, despite advocacy -Diverse WCSOs (e.g., by age, ethnicity, ability, religion, sexual orientation and geographic location) not sufficiently involved due to specific social constraints -Political turmoil, politicization of issues and of persons in institutions undermines CSOs' ability to hold them accountable or cooperate 	<p>H</p> <p>M (impact on CSO capacity still achievable)</p> <p>M (some CSOs will be involved)</p> <p>M (focus on CSO capacity)</p>	<p>L</p> <p>H</p> <p>M</p> <p>H</p>	<ul style="list-style-type: none"> - Partners' active awareness-raising targets CSOs working on issues relating to discrimination. Partners evidence importance of addressing these issues. - Partners use awareness-raising, advocacy and media pressure institutions that are not implementing the legal framework appropriately. - Partners take additional efforts to actively include and empower WCSOs that face additional social pressures - Partners and CSOs utilize media and close cooperation with EU officials and MS diplomats to apply public pressure on institutions to implement 	<ul style="list-style-type: none"> - CSOs interested in furthering capacities to hold institutions accountable, following awareness-raising and support - Institutions implement legal framework appropriately, following awareness-raising, advocacy and media pressure - With partners' active outreach and empowerment, diverse WCSOs effectively engage in holding institutions accountable. - With partners' and CSOs' involvement of diplomats and media, officials pressured to address discrimination, despite political instability and politicization of issues.
Oc1. Impact improved of CSOs in holding relevant institutions accountable to implementing anti-discrimination legislation.	<ul style="list-style-type: none"> -Some CSOs continue to have weak capacities that undermine their ability to impact implementation of legislation. -Women suffering discrimination do not report it from fear of losing their job or being ostracized from the possibility to apply for future jobs -Covid-19 slows institutional response, causing delays 	<p>M (some CSOs will have impact)</p> <p>M (some will report)</p> <p>M (with extension)</p>	<p>L</p> <p>H</p> <p>H</p>	<ul style="list-style-type: none"> -Sub-grantees and CSOs receive capacity development support from partners to address challenges as they arise -Partners provide empowerment and support to women, showcasing benefits of reporting; collaborate with media for social pressure against ostracizing women who report; ensure strong legal support for women who come forward. -Partners request extension for more time to hold institutions accountable 	<ul style="list-style-type: none"> -Weak capacities of some CSOs enhanced through additional support, as needed - Women suffering discrimination encouraged to bring cases to court with partners' support - Continued advocacy with extension, after Covid-19 impacts wane contributes to holding more institutions accountable.

Results	Risk	Im.	Pr.	Mitigation	Assumption
Oc2. Existing coalition of CSOs strengthened at regional and EU level (and Op 1.1.)	CSOs resist capacity development activities due to training fatigue, lack of time to participate, and insufficient prioritization of capacity development	H	M	Partners incentivize CSOs to participate by explaining importance. Participation in capacity development contractually obligatory for sub-grantees, with specific targets set as indicators. Achievement of targets linked to final payment.	CSOs willing to collaborate and participate actively in furthering their capacities, as agreed within their contracts and incentivized through linkages with final payments.
Oc3. Enabling environment improved for CSOs to hold institutions accountable	Institutions do not support CSOs' efforts due to time constraints, political issues, government changes, and/or unresponsiveness amid Covid-19 or other reasons.	M	H	Key institutions approached to collaborate as associates during the Action's development and commitments secured; additional meetings with key institutions seek to secure support. Partners request extension for more time after the challenges start to subside.	With associate agreements and additional meetings, key institutions support improvements to the enabling environment. Extension enables continued advocacy amid improved political stability and slowing effects of Covid-19.
Op 2.1. Existing coalition of CSOs further consolidated and capacities strengthened.	-CSOs struggle to find issues of common concern and/or to agree on best methods for addressing issues. -Jealousy, financial disputes or fighting among activists undermines solidarity and coalition-building	H M	L L	Evidence from best practices, sharing experiences and networking enable activists to identify common issues and methods. Transparency, information-sharing and regular networking undermine threats to coalition-building.	Following research and networking, CSOs identify common issues and methods for joint advocacy. Solidarity safeguarded through transparency, information-sharing, regular networking
Op 2.2. Cooperative relations between CSOs and stakeholders improved.	Stakeholders do not have time or willingness to meet CSOs or to collaborate on joint advocacy initiatives.	H	M	Partners persistently request meetings, explaining clearly why cooperation also is in the interest of the stakeholder.	Other stakeholders are willing to meet with CSOs and some are willing to take joint advocacy initiatives.
Op 3.1. Availability of case law improved.	No discrimination cases filed. Discrimination cases filed are not completed in court, so case law/best practices do not exist. Courts do not function due to Covid-19.	H H H	M M H	Active awareness-raising, empowerment, and legal support encourage people to file cases, when relevant. Activists utilize more time, media, associates, diplomats to pressure courts to finish cases. Partners promote exemplary EU case law.	With activists' support, people file cases. With pressure from media, associates and diplomats, over more time, courts pressured to complete cases. EU case law promoted, offering examples.
Op 3.2. Understanding of discrimination improved among citizens, institutions and other stakeholders.	Media refuses to provide information or quality coverage of discrimination-related issues due to political influence (in countries like Macedonia and Serbia).	M	H	Partners work with alternative media outlets and utilize social media instead of mainstream media.	Use of alternative media outlets and social media, as needed, ensure that information about discrimination-related issues reaches a broad audience.

Environmental risks like heat and flooding, affecting some countries previously are relatively unlikely and have been assessed to have low impact on the achievement of results, though potentially causing delays in organizing activities. Another potentially crosscutting ***physical and social risk*** is activist burnout, which can result from an intensive and high stress workload. Networking, solidarity and promotion of self-care will seek to prevent this.

18. ANNEX VIII. MAPPING OF STAKEHOLDERS

Evaluators are encouraged to utilize this mapping of stakeholders to inform the proposed key informants to participate in the evaluation.

Target Group	Current Situation, Needs, Constraints	How the Action Sought to Address Needs	Role	Anticipated Final Benefits
Women	Discrimination undermines rights and labour force participation, constraining decision-making at home and in public. Need improved understanding of gender roles, stereotypes, power relations and how to identify and report discrimination. Later, disproportionately affected by COVID-19.	Increase awareness about roles, rights, how to report discrimination. Legal aid, strategic litigation supports some in claiming rights. Encourage officials to prevent discrimination and improve reporting mechanisms.	Targeted with awareness-raising, support; involved in research, advocacy; encouraged to report discrimination	Improved awareness about discrimination and how to report it among some; improved access to justice for some; in a few cases, improved response by judiciary and other institutions.
Men	Need information what constitutes discrimination and how addressing discrimination benefits society; how to be allies; understanding gender roles and power relations.	Awareness-raising efforts address knowledge, perceptions, and information needs.	Targeted with awareness-raising; involved in research, advocacy; encouraged to address and report discrimination	Improved awareness to report and prevent discrimination.
Women's rights groups / partners	Need long-term financial support; capacities in research, monitoring, (EU) law, specifically gender-based discrimination and labour rights, advocacy, citizen engagement, networking, management.	Further capacities to use anti-discrimination legislation via networking, experience exchange, mentoring, and support via sub-grants.	Partners and sub-grantees involved in research, awareness-raising, capacity development, advocacy, monitoring evaluation	Improved capacities in aforementioned areas.
NGEMs	Tend to lack capacities, knowledge, resources (including time) and political support, which hampers ability to further implementation of anti-discrimination legislation.	Further capacities to use anti-discrimination legislation via networking, documenting best practice, and awareness-raising.	In some countries, associates with whom Action was discussed and implemented; supported awareness-raising and some advocacy.	Slightly improved knowledge and capacities for furthering implementation of anti-discrimination legislation.
Ministry of Labour and Social Policies (NM)	Need support in implementing anti-discrimination legislation especially related to women's labour rights	Increase capacities to create and monitor policies related to anti-discrimination legislation	Associate in NM; similar ministries in other countries targeted with advocacy; network on issues of common interest; raise awareness	Improved knowledge and capacities for implementing anti-discrimination legislation
Ministry for Human and	Need resources; evidence of discrimination and	Provide useful evidence from research and	Associate in Montenegro	Improved information about discrimination

Target Group	Current Situation, Needs, Constraints	How the Action Sought to Address Needs	Role	Anticipated Final Benefits
Minority Rights, Dept. for Gender Equality (Montenegro)	enhanced cooperation with civil society	monitoring to further their mission; collaborate		based on research findings; improved cooperation with civil society in addressing discrimination
Office of Good Governance, Human Rights, Equal Opportunities and Non-discrimination (Kosovo)	Need information and evidence related to discrimination for regular reporting; awareness in order to better promote existing legal framework	Provide useful evidence from research and monitoring; raise awareness; collaborate on addressing discrimination and raising awareness about discrimination, particularly among vulnerable groups	Associate in Kosovo, with whom information was shared and research consulted.	Improved knowledge and information about discrimination based on research findings.
Judicial institutions	Need knowledge, experience and access to (EU) case law on discrimination, labour rights	Improve awareness about discrimination, labour rights, case law via meetings, research	Targeted with information and awareness-raising; participated in research.	Somewhat improved awareness about discrimination, labour rights, case law
Ombudspersons and Commissioners for Equality	Need political support; resources; evidence of discrimination	Provide evidence from research and monitoring	Associate in Kosovo; supported Action in other countries, including research and specific cases.	Improved information about discrimination; improved cooperation in addressing cases.
Legal aid providers	Need knowledge, experience, access to case law/examples	Improve awareness about discrimination, case law/examples	Beneficiaries of awareness-raising; some participated in research	Some have improved awareness about discrimination, labour rights, case law/examples
Businesses	Lack knowledge regarding anti-discrimination and labour rights; may not see interest in implementing them	Improve awareness about discrimination, labour rights, benefits of implementation	Targeted with awareness-raising, including via social media	Among some, improved awareness about discrimination, labour rights, benefits
Labour Inspectorates	Lack knowledge regarding anti-discrimination legislation, its enforcement and labour rights, particularly gender-based; insufficient resources	Improve awareness about discrimination, labour rights, and how to implement existing laws.	Associate in Kosovo; collaborated to raise awareness and increase inspections	Improved awareness about discrimination, labour rights and implementation among a few targeted.
Social Partners, other CSOs	Lack knowledge on discrimination (by gender); capacities in networking, research, advocacy,	Networking; mentor and support via sub-grants, furthering capacities	Sub-grantees, partners in awareness-raising, advocacy, legal aid	Improved capacities in aforementioned

Target Group	Current Situation, Needs, Constraints	How the Action Sought to Address Needs	Role	Anticipated Final Benefits
	involving constituents, management			areas among those targeted.
EU offices, MSs, MEPs	Need quality information for monitoring and encouragement of governments to progress towards EU Accession, as per EU GAP	Evidence can inform Country Reports, recommendations to governments on SAA	Targeted with information; partner in advocacy, particularly legal changes.	Improved availability of information; support to SAA progress provided.