



Kosovo Women's Network

Serving, Protecting and Promoting the Rights of Women and Girls

Section 3. Data Sheet & Technical Specification

1	Introduction & Overview	In 2021-2025, KWN received support from the Austrian Development Agency (ADA), co-financed by Swedish International Development Agency (Sida), for a project entitled "Further Advancing Women's Rights in Kosovo II." The anticipated impact of this action is "Improved gender equality in Kosovo, where women and men are more equal and have more equal opportunities for education, employment, political participation, healthcare and a life without violence." In line with KWN's Strategies for 2019-2022 and 2023-2026 , the action's foreseen outcomes , are: 1) Strengthened feminist movement in Kosovo, the region and beyond; 2) Women have improved access to healthcare; 3) Improved response to gender-based violence in Kosovo; and 4) Improved access to education that challenges existing gender norms and power relations. The Action built on prior work and achievements supported by ADA since 2011, towards achieving long-term objectives and anticipated impacts. KWN now seeks to evaluate the impact of these efforts to inform its future work.
2	Purpose of the Service	KWN seeks to conduct an external evaluation of its action "Further Advancing Women's Rights in Kosovo II" and prior related actions. The evaluation is being carried out for KWN, ADA, and Sida to evaluate progress and provide recommendations to inform KWN's future work. It will evaluate impact and sustainability, using OECD DAC criteria ¹ , and will provide an independent view of successes, challenges, and lessons learnt. The main purpose is to provide thoughtful, evidence-based recommendations for KWN, which will inform improvements to KWN programs, strategies, and work.
3	Brief Description of the Required Supplies	N/A
4	Objective and Scope	The evaluation shall have two main objectives : 1. Considering KWN's long-term collaboration with ADA/Sida via successive projects, to independently evaluate the impact achieved by KWN with ADA/Sida support since 2011 and specifically as a result of this Action, and, related, the sustainability of the impacts achieved. Rarely in international development are individual actions long enough to observe impact-level results, as evaluations tend to occur too soon. ² Given that successive ADA/Sida-supported actions have supported progress on standardized long-term objectives within KWN's successive strategies, and results have built on those of prior actions, this presents a unique opportunity to evaluate independently the impact of KWN's work with ADA/Sida funds. This can provide vital lessons learned for KWN, ADA/Sida, and other civil society and development actors regarding which methodologies and types of support produce impactful

¹ Organisation for Economic Co-operation and Development (OECD), OECD DAC Criteria for Evaluating Development Assistance, Paris: OECD, 2019, at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

² This has been identified as a major issue by women's rights groups internationally, who have minimal independently verifiable evidence of their impact, which can hamper their access to funding as well as miss opportunities in documenting and learning from their experiences and work (discussed by the Count Me in Coalition! and Association of Women in Development).

		<p>results in the long-term, fostering learning that can inform all actors' work and thus greater impact in Kosovo, the region and beyond.</p> <p>2. To propose evidence-based recommendations for KWN, and potentially other civil society organisations, public institutions, development actors, and funders, regarding effective methodologies and strategies for furthering women's rights, including closer cooperation among women's rights CSOs and relevant public institutions. KWN anticipates that the external evaluation will contribute to improving its methods, strategies, impact, and sustainability of its results. Recommendations will inform KWN's planning for its future work, building on this Action towards achieving its strategic long-term objectives outlined in the KWN Strategy.</p>
5	List and Description of Expected Outputs to be Delivered	<p>Expectations at each phase of the evaluation are as follows:</p> <ol style="list-style-type: none"> 1. <u>Start-up meeting</u> (in person or online) with KWN representatives. 2. <u>Draft Inception Report</u> with detailed explanation of the methodology, on which they will receive input/feedback from KWN, ADA, and Sida. 3. <u>Field Study</u>: The study will take place in the Republic of Kosovo (Pristina-based with day travel throughout Kosovo). The methodology must involve interviews with at least the following stakeholders, using an ethical and human rights based approach: <ul style="list-style-type: none"> o Relevant KWN staff; o A sample of diverse grant recipients, selected using variation sampling with reference to the evaluation questions and to ensure an intersectional and rights-based approach; o A sample of diverse grant recipients' beneficiaries and target groups, selected using variation sampling and ensuring an intersectional and rights-based approach; o Institutions and other stakeholders with which KWN and grant recipients have worked; and o Other key external stakeholders (e.g., potential donors, development actors), including some not engaged in the Action to gather external views. 4. <u>Oral Debriefing</u>: At the end of the field study, the evaluators shall make a brief oral presentation of initial findings and preliminary recommendations to KWN, among other potential stakeholders, receiving feedback. 5. <u>Draft Evaluation Report</u>: The evaluators shall prepare a report for review and input by KWN, ADA and Sida for quality control and approval. The evaluators shall respond to (though not necessarily accept) all comments on the draft report. 6. <u>Stakeholder validation</u>: Towards enhancing the validity of the findings and recommendations, the evaluators shall host an online or hybrid stakeholder validation meeting to present the key findings and recommendations to key stakeholders for feedback. As relevant, findings and recommendations shall be revised accordingly for the final report. 7. <u>Final Evaluation Report</u>: The evaluators shall submit a final report that responds to all comments made on the draft report, and its completion and submission shall be done in line with the requirements

		under Annex 9, Results Assessment Form (RAF) of the ADA Guidelines. ³ All data shall be collected and interpreted in a gender-disaggregated manner. The OECD DAC Evaluation Quality Standards must be applied and compliance with these must be comprehensive in the evaluation.		
6	Location of work	Throughout Kosovo		
7	Expected duration of contract	Approximately 30 working days		
8	Target start date	15 September 2025		
9	Estimated completion date	18 December 2025		
10	Language of Proposal	English or Albanian		
11	Pre-proposal conference	N/A		
12	Travels Expected	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required		
13	Names and CV of individuals involved in providing services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required		
14	Currency of Proposal	EUR		
15	Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes		
16	Bid Security	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required		
17	Financial Standing	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required		
18	Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, KWN may request tenderers to extend the validity of bids. The Bidder shall then confirm the extension in writing, without any modification to the bid.		
19	Partial Quotes	<input type="checkbox"/> Permitted <input checked="" type="checkbox"/> Not Permitted		
20	Payment Terms	Instalments I	Deliverables Inception Report; Draft Report; Final Draft Report; Final Report	Tentative Timeframe 18 December 2025
21	Type of Contract	Service Contract		
22	KWN will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on following factors:		
23	Annexes to this ITT	<input checked="" type="checkbox"/> Invitation to Tender (ITT) <input checked="" type="checkbox"/> Instruction to Bidders or Consultants <input checked="" type="checkbox"/> Data Sheet and Scope of Work <input checked="" type="checkbox"/> Cover Letter and Declaration on honour on exclusion criteria and absence of conflict of interest <input checked="" type="checkbox"/> Technical and Financial Submission Form		
24	Deadline for Submission of requests for clarification	See Timetable in the Instructions to Bidders or Consultants		

³ Austrian Development Agency (ADA), *Guidelines for Programme and Project Evaluations*, Vienna: ADA, 2020, Annex 9, Results Assessment Form (RAF), at: https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

25	Documents to be submitted:	<div><input checked="" type="checkbox"/> Technical and Financial Submission Form (<i>See section 5</i>)</div> <div><input checked="" type="checkbox"/> Cover Letter and Declaration on honour on exclusion criteria and absence of conflict of interest (<i>See section 4</i>)</div> <div><input checked="" type="checkbox"/> Additional Annexes: Joint Venture/Consortium/Association Information agreement if applying as such</div> <div><input checked="" type="checkbox"/> Additional Annexes: List of clients and reference letters</div>														
26	Qualification Requirements:	<p>Bidders may apply individually or as a team, including national or international team members. Individuals, registered non-profit organizations, and for-profit bodies are welcome to apply. Team members must either speak the local languages (Albanian and Serbian) or plan to ensure their translation needs and costs are considered in both languages. The selected bidder shall demonstrate in their bid that the member(s) of the evaluation team possess, at minimum:</p> <ul style="list-style-type: none">Experience with a feminist approach to external evaluations.Preferably 5 years' experience conducting external evaluations of non-governmental, non-profit organizations, including networks and/or movements.Personal and/or professional experience working with and/or evaluating grant-giving bodies, ideally women's funds (though not obligatory).Track record and understanding in the appropriate approach in interviewing and conducting research with potentially marginalized and vulnerable groups (e.g., including women, persons with disabilities, and in rural areas)Experience and/or knowledge related to gender-based violence, access to quality healthcare, and discriminatory gender stereotypes in educational curricula.At least 5 years' gender expertise, ideally with networking and/or movement-building.Knowledge and expertise with Kosovo or the Western Balkans.Excellent English writing skills <p>CVs for all team members demonstrating these must be included in the bid. Bidders are requested to provide contact information for at least three references.</p>														
27	Award Criteria	<table><tr><th>Criteria</th><th>Points</th></tr><tr><td>Level of Compliance with ITT</td><td>05</td></tr><tr><td>Delivering requirements</td><td>10</td></tr><tr><td>Relevant experience and Team Qualification</td><td>35</td></tr><tr><td>Service Capability</td><td>25</td></tr><tr><td>Financial Proposal (Lowest Price)</td><td>25</td></tr><tr><td>Total</td><td>100</td></tr></table>	Criteria	Points	Level of Compliance with ITT	05	Delivering requirements	10	Relevant experience and Team Qualification	35	Service Capability	25	Financial Proposal (Lowest Price)	25	Total	100
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Total	100															

Terms of Reference (ToR)

External Evaluation of the Further Advancing Women's Rights in Kosovo II Action Implemented by KWN

Context and Background

Several serious gender inequalities persist in Kosovo, as shown by the *Kosovo Gender Analysis*.⁴ Women are underrepresented in decision-making at local and national levels, lack access to quality healthcare, continue to suffer gender-based violence (GBV), and face discriminatory gender stereotypes in educational curricula, which reinforce continued gender inequalities. Only two in ten women are legally employed due to gender-based discrimination, a widespread informal economy, traditional social roles where women tend to remain home as caretakers, and an accompanying lack of access to affordable, accessible childcare; the latter hampers children's educational achievement as well. Women with different abilities, from minority ethnic groups, and rural women tend to face additional challenges from multiple, intersecting inequalities and forms of discrimination. Since the 1990s, women's rights organisations have been key actors in transforming traditional gender roles, furthering women's access to education, strengthening Kosovo's legal framework, and addressing GBV.⁵ Amid an unstable political environment with governments changing regularly, they have steadily worked to provide services not available from the state, to empower women, and to further gender equality. Despite their clear impact, they remain under-resourced.⁶ Together, women's rights groups formed the Kosovo Women's Network (KWN) in 2000, initially informally, building on the pre-existing Rural Women's Network that existed in the 1990s. Registered in 2003, KWN has become a world-renowned network, influential also at the European Union and the United Nations. KWN has contributed to several substantial changes towards gender equality in Kosovo, the region, and beyond. KWN is a network of 102 diverse women's rights organisations, of different ethnicities, geographic areas, religions and areas of interest that supports, protects, and promotes the rights and the interests of women and girls throughout Kosovo, regardless of their political beliefs, religion, age, level of education, sexual orientation, and ability.

In 2021-2025, KWN has received support from the Austrian Development Agency (ADA), co-financed by Swedish International Development Agency (Sida), for a project entitled "Further Advancing Women's Rights in Kosovo II." The anticipated **impact** of this action is "Improved gender equality in Kosovo, where women and men are more equal and have more equal opportunities for education, employment, political participation, healthcare and a life without violence." In line with KWN's Strategies for [2019-2022](#) and [2023-2026](#), the action's foreseen **outcomes**, are: 1) Strengthened feminist movement in Kosovo, the region and beyond; 2) Women have improved access to healthcare; 3) Improved response to gender-based violence in Kosovo; and 4) Improved access to education that challenges existing gender norms and power relations. The planned **outputs** are: 1) Increased capacities of women's organizations; and of ADA partners for gender-mainstreaming actions; 2) More public officials, women, girls and men are informed of women's right to healthcare and violations of their rights; 3) Continued monitoring of and support for the implementation of the legal framework for addressing various forms of gender-based violence, including institutional responsibility to assist those who have suffered violence ensured; 4) KWN and its members more engaged in advocating access to education that trans-forms

⁴ Kosovo Women's Network (KWN), *Kosovo Gender Analysis*, Prishtina: KWN, 2018, at: <https://womensnetwork.org/publications/kosovo-gender-analysis/>

⁵ For details, see Kosovar Gender Studies Centre (KGSC), *History is Herstory too*, Prishtina: KGSC, 2008. See also, KWN, *Where's the Money for Women's Rights?*, Prishtina, KWN, 2020, at: https://womensnetwork.org/wp-content/uploads/2020/06/Funding-WCSOs_FINAL_2020-06-11.pdf

⁶ Ibid.

traditional gender roles. Notably, the Action built on prior work and achievements supported by ADA since 2011, towards achieving long-term objectives and anticipated impacts.

Purpose and Objectives

KWN seeks to conduct an external evaluation of its action “Further Advancing Women’s Rights in Kosovo II.” The evaluation is being carried out for KWN, ADA, and Sida to evaluate progress to date and provide recommendations for KWN’s future work. It will briefly evaluate the effectiveness, impact, and sustainability of the Action, using the OECD DAC criteria⁷, and will provide an independent view of the successes, challenges, and lessons learnt to date. The main **purpose** is to provide thoughtful, evidence-based recommendations for KWN, which will inform improvements to KWN programs, strategies, and work.

The evaluation shall have two main **objectives** in line with the OECD DAC criteria most relevant for this evaluation and to inform KWN’s work:

1. Considering KWN’s long-term collaboration with ADA/Sida via successive projects, to independently evaluate the impact achieved by KWN with ADA/Sida support since 2011 and specifically as a result of this Action, and, related, the sustainability of the impacts achieved. Rarely in international development are individual actions long enough to observe impact-level results, as evaluations tend to occur too soon.⁸ Given that successive ADA/Sida-supported actions have supported progress on standardized long-term objectives within KWN’s successive strategies, and results have built on those of prior actions, this presents a unique opportunity to evaluate independently the impact of KWN’s work with ADA/Sida funds. This can provide vital lessons learned for KWN, ADA/Sida, and other civil society and development actors regarding which methodologies and types of support produce impactful results in the long-term, fostering learning that can inform all actors’ work and thus greater impact in Kosovo, the region and beyond.
2. To propose evidence-based recommendations for KWN, and potentially other civil society organisations, public institutions, development actors, and funders, regarding effective methodologies and strategies for furthering women’s rights, including closer cooperation among women’s rights CSOs and relevant public institutions. KWN anticipates that the external evaluation will contribute to improving its methods, strategies, impact, and sustainability of its results. Recommendations will inform KWN’s planning for its future work, building on this Action towards achieving its strategic long-term objectives outlined in the KWN Strategy.

The evaluation will take place between August and December 2025, which is before the action is completed, as the action ends on 31 December 2025. This was a four-year and ten months action, and this evaluation will inform planning the continuation of KWN’s work towards achieving KWN’s strategic long-term aims. As the action will not have been entirely completed (some activities will take place throughout the remaining time of the project), the evaluation will necessarily focus on results achieved to date, and the way forward, as stated above.

Subject and Focus (Scope)

The external evaluation shall be conducted in accordance with the ADA [Guidelines for Programme and Project Evaluations](#) (2020). For the current ongoing action, it shall cover the duration of the entire action completed to date, as of the date when the evaluation begins, including all interventions

⁷ Organisation for Economic Co-operation and Development (OECD), OECD DAC Criteria for Evaluating Development Assistance, Paris: OECD, 2019, at: <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>.

⁸ This has been identified as a major issue by women’s rights groups internationally, who have minimal independently verifiable evidence of their impact, which can hamper their access to funding as well as miss opportunities in documenting and learning from their experiences and work (discussed by the Count Me in Coalition! and Association of Women in Development).

proposed within the original Project Document submitted to ADA/Sida, and its objectives and results briefly elaborated above under 'Context and Background' section.

It shall also examine the impacts and sustainability of these impacts achieved since ADA started supporting KWN in 2011 through the following interventions: I) Monitoring the Implementation of UNSCR 1325 in Kosovo (2011); II) Supporting, Protecting and Promoting the Rights and Interests of Women and Girls (2012-2014); III) Advancing Women's Rights Initiative (2014-2017); IV) Further Advancing Women's Rights in Kosovo (2018-2021); and V) Further Advancing Women's Rights in Kosovo II (2021-2025), which is the current ongoing action. Its geographic range shall include all of Kosovo, focusing on areas where target groups are located, which include women's rights organisations, KWN member organisations, who are also direct beneficiaries, and diverse public institutions and officials, at local and central level, targeted by advocacy, among others. The evaluation shall use an intersectional approach that considers gender *and* ethnicity, (dis)ability, rural/urban location, and age. Cross-cutting issues of gender and environment also should be considered, where relevant. Evaluators should briefly verify the extent to which KWN has achieved the targets set forth in its intervention logic (e.g., logframe), and comment briefly on effectiveness, based on the OECD DAC criteria. However, the main focus of the evaluation should be on impact, sustainability, and recommendations for the way forward for KWN.

Main Evaluation Questions

More specifically, the evaluation shall address the following evaluation questions in great detail:

1. Impact: What are the impacts of KWN's ongoing intervention and previous interventions supported by ADA/Sida, including through the Kosovo Women's Fund, if any?
2. Sustainability: In terms of legal, institutional, financial, and social sustainability, what are some specific examples of changes that KWN and its members have achieved that hold promise of being sustainable, if any, and what risks exist to their sustainability (e.g., anti-gender movement)?
3. Learning from the past, what methods and strategies should KWN continue to use in its future work towards impact and achieving sustainable changes (e.g., grant-giving, research, advocacy, outreach, membership engagement, a combination of these, and/or others); and which approaches did not yield the expected impact or sustainable changes and should be reconsidered?

Design and Methodological Approach

The evaluation team shall be responsible for developing the specific methodology for carrying out the evaluation. In responding to the aforementioned evaluation questions, the methodology shall involve mixed research methods, drawing from qualitative and quantitative data. It shall involve mixed research methods, data sources, and engage diverse evaluators utilising triangulation of methods, data sources, and "researchers" (evaluators), towards enhancing the validity of findings. Such triangulation must be evidenced and referenced in the resulting report. The methodology must include an intersectional, feminist, and human based approach (HRBA) to evaluation. The evaluation must follow OECD/DAC and ADC standards, ethical guidelines for evaluations, cross-cutting issues, basic principles, and quality standards in project design as stated in the ADA [Guidelines for Programme and Project Evaluations](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf) (2020). The data collection and analysis methods must be "sufficiently rigorous to allow for a complete, fair and unbiased assessment".⁹

While an initial methodology must be proposed in the submitted bid, the selected evaluation team will be requested to further specify the methodology in the Inception Report. Expectations at each phase of the evaluation are as follows:

1. Start-up meeting (in person or online) with KWN representatives.

⁹ Austrian Development Agency (ADA), Guidelines for Programme and Project Evaluations, Vienna: ADA, 2020, at: https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

2. Draft Inception Report with detailed explanation of the methodology, on which they will receive input/feedback from KWN, ADA, and Sida. This will require a desk review of the aforementioned project documents and related files, to be provided by KWN. This will include desk review of project documents, evidence of outputs, and analysis of a diverse sample of documents related to results. The following process, explained below, will continue after the final Inception report is approved.
3. Field Study: The study will take place in the Republic of Kosovo (Prishtina-based with day travel throughout Kosovo). The methodology must involve interviews with at least the following stakeholders, using an ethical and human rights based approach:
 - Relevant KWN staff;
 - A sample of diverse grant recipients, selected using variation sampling with reference to the evaluation questions and to ensure an intersectional and rights-based approach;
 - A sample of diverse grant recipients' beneficiaries and target groups, selected using variation sampling and ensuring an intersectional and rights-based approach;
 - Institutions and other stakeholders with which KWN and grant recipients have worked; and
 - Other key external stakeholders (e.g., potential donors, development actors), including some not engaged in the Action to gather external views.
4. Oral Debriefing: At the end of the field study, the evaluators shall make a brief oral presentation of initial findings and preliminary recommendations to KWN, among other potential stakeholders, receiving feedback.
5. Draft Evaluation Report: The evaluators shall prepare a report for review and input by KWN, ADA and Sida for quality control and approval. The evaluators shall respond to (though not necessarily accept) all comments on the draft report.
6. Stakeholder validation: Towards enhancing the validity of the findings and recommendations, the evaluators shall host an online or hybrid stakeholder validation meeting to present the key findings and recommendations to key stakeholders for feedback. As relevant, findings and recommendations shall be revised accordingly for the final report.
7. Final Evaluation Report: The evaluators shall submit a final report that responds to all comments made on the draft report, and its completion and submission shall be done in line with the requirements under Annex 9, Results Assessment Form (RAF) of the ADA Guidelines.¹⁰

All data shall be collected and interpreted in a gender-disaggregated manner. The OECD DAC Evaluation Quality Standards must be applied and compliance with these must be comprehensive in the evaluation.

Timetable and Anticipated Working Days

The approximate timetable shall be as follows:

Tender Announced	21 August 2025
Tender Due	11 September 2025
Tender Awarded	15 September 2025
Inception Report	24 September 2025

¹⁰ Austrian Development Agency (ADA), *Guidelines for Programme and Project Evaluations*, Vienna: ADA, 2020, Annex 9, Results Assessment Form (RAF), at: https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Debriefing	24 October 2025
Draft Report	5 November 2025
Final Draft Report	26 November 2025
Final Report	18 December 2025

The process and assignment shall take place between September and December 2025. More specifically, after signing the contract it is anticipated to take approximately 30 working days, as described in the table below. It is highly encouraged that the evaluation team involves multiple evaluators particularly in interviews, towards triangulation and validity, which may lead to additional days where multiple persons are present rather than a single evaluator.

Timeframe	Activity	Paid Days
16-24 September	<ul style="list-style-type: none"> Start-up meeting Desk review: project documents and files, including prepare interview guides for field visit Prepare Inception report, including methodology and work plan 	5.0
24-29 September	KWN, and ADA review report and provide feedback	
30 September – 23 October	Field visit: <ul style="list-style-type: none"> Interviews with relevant KWN staff: 1 day Interviews with sample of grant recipients, their beneficiaries, partners, target groups: 9.5 days External stakeholders: 5 days 	15.5
24 October	Debriefing: Presentation of preliminary findings to KWN and stakeholders, following field visit	0.5
24 October – 5 November	Draft and submit evaluation draft report	5.0
6-12 November	KWN reviews draft report, provides feedback	
13-26 November	Revise and submit final draft report and present at stakeholder validation meeting, including revisions	3.0
27 November – 10 December	KWN and ADA final review of final report	
11-18 December	Finalize and submit evaluation report	1.0
	Total Days	30.0

Evaluation Management and Requirements

Bidders may apply individually or as a team, including national or international team members. Individuals, registered non-profit organizations, and for-profit bodies are welcome to apply. Team members must either speak the local languages (Albanian and Serbian) or plan to ensure their translation needs and costs are considered, in both languages. The selected bidder shall demonstrate in their bid that the member(s) of the evaluation team possess, at minimum:

- Experience with a feminist approach to external evaluations.
- Preferably 5 years' experience conducting external evaluations of non-governmental, non-profit organizations, including networks and/or movements.
- Personal and/or professional experience working with and/or evaluating grant-giving bodies, ideally women's funds (though not obligatory).
- Track record and understanding in the appropriate approach in interviewing and conducting research with potentially marginalized and vulnerable groups (e.g., including women, persons with disabilities, and in rural areas)
- Experience and/or knowledge related to gender-based violence, access to quality healthcare, and discriminatory gender stereotypes in educational curricula.
- At least 5 years' gender expertise, ideally with networking and/or movement-building.
- Knowledge and expertise with Kosovo or the Western Balkans.

- Excellent English writing skills

CVs for all team members demonstrating these must be included in the bid. Bidders are requested to provide contact information for at least three references.

Reports

The Inception Report, Draft Evaluation Report, and Final Evaluation Report shall all be in the English language. The Inception Report shall be no more than five pages in length and contain a detailed explanation of the methodology. The Draft Report and Final Report both shall be between 20 pages minimum and 25 pages maximum, exclusive of annexes and cover pages. These reports must be structured according to the evaluation questions, including the OECD/DAC criteria.

Further, the evaluation report needs to be submitted with a completed Results Assessment Form (RAF), which captures the degree of results achievement of a particular project and program at different (output, outcome and possibly, impact) levels. This form¹¹ needs to be completed jointly by the evaluation manager and the ADA PPM (Part 1) and the evaluator(s) (Part 2) and must be submitted in Excel format to facilitate the subsequent analysis of RAFs. This will allow for broader conclusions to be drawn with regards to the overall effectiveness of programmes and projects funded or implemented by ADA.

The final report will be evaluated (and accepted) based on its fulfilment of the following criteria of the OECD/DAC and ADA [Guidelines for Programme and Project Evaluations](#):

- Were the terms of reference fulfilled and is this reflected in the report?
- Does the report contain a comprehensive and clear summary?
- Is the report structured according to the relevant OECD/DAC criteria and the evaluation questions?
- Are cross-cutting issues (e.g. poverty, gender, and environment) indicated in the report separately?
- Does the report describe and briefly assess the intervention logic (e.g. logframe)?
- Are the conclusions and recommendations based on findings clearly stated in the report, and are they derivable from the latter?
- Does the report clearly differentiate between conclusions, recommendations and lessons learnt?
- Is it comprehensible how the evaluators have achieved their findings?
- Are the recommendations and lessons learnt specific, clear, realistic and clearly expressed to whom the recommendations are addressed?
- Are the methods and processes of the evaluation sufficiently documented in the evaluation report?
- Were the most significant stakeholders involved consulted?
- Were the most important documents taken into consideration, and is the content of the latter reflected in the report?
- Does the report present the information contained in a presentable and clearly arranged form?
- Is the report free from spelling mistakes and unclear linguistic formulations?
- Can the report be distributed in the delivered form?

Coordination/Responsibility

The evaluation team will report to the KWN Management Team and will cooperate closely with other KWN staff. KWN will provide some assistance with arranging interviews, though the Evaluation Team shall bear final responsibility with regard to logistics, including sampling procedures (towards independence and validity).

¹¹ Austrian Development Agency (ADA), *Guidelines for Programme and Project Evaluations*, Vienna: ADA, 2020, Annex 9, Results Assessment Form (RAF), at: https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Submission and Evaluation of Bids

Please submit technical and financial offer by **11 September 2025** to procurement@womensnetwork.org with the subject “ADA/Sida External Evaluation”. Proposals shall be evaluated by a Commission as follows:

- 40% Experience of evaluation team member(s)
- 30% Proposed methodology
- 30% Lowest cost

A cost ceiling of €20,000 gross has been foreseen for this evaluation. International companies and individuals applying must consider and include within their cost proposal all direct and indirect costs, including the 5% tax required by Kosovo law for companies.