

## VACANCY for INTERNATIONAL EVALUATOR / TEAM OF EVALUATORS

### Terms of Reference

### Evaluation for project I SEE- Improved Self-Employment and Employment

#### Context and Background

Project Title

I SEE – Improved Self-Employment and Employment

Planned project period:

November 2019 – October 2022

#### 1. Context and Background

The Republic of Kosovo has one of the highest unemployment rates in the region and Europe, and the unemployment among women is even more worrying as a country. Different Strategies and policies in Kosovo are trying to address this issue and there are different correlations put into the weak economy, low unemployment (especially among women) and other factors contributing to it. The National Development Strategy of Kosovo 2016-2021 (NDS) has as its two main pillar (among 4) the Plan for employment and the Plan for Business. The Plan for employment among other interventions has also foreseen the Improved correlation between skills acquired in education and labour market needs; Strengthened mechanisms of accountability and certification in the education system; and - all three that are directly or indirectly tackles through this proposed project. As part of the Plan for Business the NDS has foreseen interventions such as increased access to funding for Kosovar enterprises – that is also tackled through this project. At the central level, the recent Ministry of Trade and Industry's Private Sector Development Strategy 2018-2022<sup>2</sup> highlights priorities that are in line with this proposed action and especially in terms of improving the position of women in entrepreneurship by highlighting the need for improved access to finance, training, business networking for women and the necessary to close the gender gap in the private sector. By doing so, the number of total entrepreneurs will increase resulting in more employment and productivity with a positive impact in economic growth. According to the same strategy - active women in the private sector will add diversity to the range of voices in product development, research, forward-thinking ideas.

This project will also contribute to international objectives for Kosovo. Initially the project will contribute to the achievement of the Austrian Development Policy<sup>3</sup> objective for Kosovo in terms of promoting market-based economic development and its framework, in adherence to the principles of sustainability and equity (focus on rural areas). It will also contribute to achievement of the objectives of the Strategy for Kosovo<sup>4</sup> by EBRD, more concretely the objectives related to Strengthening the competitiveness of the private sector through gains in efficiency, adoption of innovative operational practices, improved

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<sup>1</sup> National Development Strategy 2016-2021

<sup>2</sup> Private Sector Development Strategy 2018-2022, [http://konsultimet.rks-gov.net/Storage/Consultations/10-47-46-01062018/MTI\\_Strategy+Action%20Plan\\_ANG.docx](http://konsultimet.rks-gov.net/Storage/Consultations/10-47-46-01062018/MTI_Strategy+Action%20Plan_ANG.docx)

<sup>3</sup> ADA Kosovo Country Strategy 2013–2020

<sup>4</sup> EBRD - Strategy for Kosovo

managerial practices, improved business environment and access to finance, and Increasing the production, efficiency and quality along the agribusiness value chains via support to access to finance, output markets and technical skills.

### Target groups

The project will target:

1. Around 400 women & men as direct beneficiaries from different activities of the project.
2. Around 300 of them will benefit from the capacity development activities (of combined vocational skills and access to finance training) and the same will benefit from the seed money;
3. 100 beneficiaries will benefit from the soft skills training;
4. 60 beneficiaries will benefit from the ECDL training; and
5. 30 women will benefit from start-ups in agriculture or as business start-ups.
6. Around 100 indirect beneficiaries annually, who will benefit from the services of the Training, Job Facilitation and Resource Center within KW4W.

### Background of the project being evaluated

Title of the Action to be evaluated	Improved Self-Employment & Employment Opportunities – 'I See'
Country / Location	Kosovo/Prishtina and Ferizaj region
Budget of the project	Total project costs: € 555,692 <ul style="list-style-type: none"> <li>• Austrian Development Agency: € 500,000</li> <li>• Kosova Women 4 Women: € 55,692</li> </ul>
Date of the Action to be evaluated	1 November 2019 - 31 October 2022

## 2. Purpose and Objectives

The impact this project wants to achieve through this project is the Improved position of women in the economy and labour market. To achieve this impact the project has focused on intervention toward the general Outcome: Increased participation of women from the municipalities of Prishtina and Ferizaj regions in economy and labour market, which is broken down into 5 Outputs:

1. Improved communication and cooperation with Kosovar institutions (public and private) in KW4W's fields of activity will lead to an improvement of KW4W's economic situation and sustainability of measures;
2. 300 women are equipped with vocational, soft and business skills & competencies needed for their employment and self-employment;
3. Job Placement services upgraded and expanded its functioning in the Ferizaj region;
4. Women have access to resources and opportunities for finances;
5. 10 new women entrepreneurs are placed in the Women Business Incubator, benefitting from the start-ups and capacity development activities.

### Description of the evaluation assignment

Type of evaluation	Final evaluation
Coverage	the Action(s) in its entirety
Geographic scope in Kosovo	Prishtina and Ferizaj Region
Period to be evaluated	The entire period of the project to date

The primary purpose of this evaluation is to assess the project regarding its outputs in comparison with its planned objectives and outcomes. Additionally, this evaluation aims to examine the implementation processes, assess the extent of results achieved, provide feedback to the KW4W and the donor with the special focus on providing learning outcomes and recommendations for future programme proposals, project implementation and sharing the lesson learned among partners. Most of the planned activities have been implemented already allowing for learning from them and provide recommendations for the next programme proposal.

The primary users of this evaluation will be the relevant services of the Austrian Development Agency as well as the implementing partners Kosova Women 4 Women; in other words those that are involved in the implementation and the financing of the project to be evaluated.

The secondary users of this evaluation will be relevant institutions and beneficiaries as recipients of recommendations directed to them.

### 3. Scope

This project targets marginalized women and partially men. The project plans to achieve a total of 400 direct project beneficiaries from the municipalities in the regions of Prishtina and Ferizaj. The project started in November 2019 and is expected to be completed by October 2022. Main activities of the project include:

- Conduct a Market Assessment with focus on the trends and needs on trainings & skills for employment;
- Setting up the Training, Job Placement and Resource Center within KW4W and enhance capacities;
- Enhance vocational, soft & business skills for 300 women, including knowledge on access to finances;
- Expand the Job placement functioning in the Ferizaj region and continue providing services;
- Support individual women with small seed money as micro business capital or internships;
- Support individual or groups of women with Grants;
- Support 10 entrepreneurs with start-ups and capacity development activities as part of Incubator.

This project wants to address some of the issues impeding women to join economy and labour market and this includes: the missing skills (vocational, soft, business or computer literacy); limited access to financial resources; and mismatch between the skills, knowledge and opportunities in the market. This project will try to address causes and opportunities for access to employment and self-employment markets (with focus on women), and in this way contributing to international, regional and national strategies and policies.

Inclusion of minorities, and persons with disabilities is considered with importance in this project. Intentionally the project has targeted 2 regions of Kosovo that have diverse ethnic composition, and this includes majority of Albanian and minority of Serbian, Roma, Ashkali and Egyptian communities. As per the policies and practices of KW4W for non-discrimination, inclusion and equality – the project has taken measures to reach out also to the minorities and persons with disabilities who might not have access to some of the regular channels of outreach in which the majority communities have more access to. For different processes of selection in the project in cases of equal evaluation/scores the first prioritisation was for persons with disabilities, followed by the second prioritisation for minority groups.

#### **4. Evaluation Questions**

The planned study/research questions are as follows:

##### **Relevance**

1. How has I-SEE project increased economic empowerment of marginalized women during the period of project implementation between November 2019 – until now?
2. Have ADA recommendations regarding gender, social standards and environment been taken into account?

##### **Effectiveness**

3. What are the major factors influencing the achievement or non-achievement of the outcome/outputs of the project?
4. Which project elements have had the most significant contribution? Which have proven to be less or not effective?
5. Has the project improved communication and cooperation with Kosovar institutions (public and private) in projects' fields of activity?
6. To what extent has the project increased the vocational and soft skills of marginalized women?
7. To what extent, has the project achieved to expand the online Job placement functioning in region of Ferizaj?
8. To what extent, women entrepreneurs who benefited from grants and the Business Incubator are expected to be self-sufficient entrepreneurs?

##### **Implementation process**

9. Have the project resources been used in a cost-effective manner?
10. How would you evaluate the efficiency and effectiveness of project management (for example stakeholder involvement from the perspective of 'good practice model')?
11. How would you assess the monitoring system during project evaluation, focusing to relevance of the performance indicators?
12. What are the strengths and weaknesses of the mechanism for engaging stakeholders?

#### **5. Indicative Evaluation Design and Methodological Approach**

This evaluation shall follow a non-experimental design, with a focus on the change that has occurred for those affected by the project. The data collection shall mainly focus on a qualitative approach using a Review of project documentation, monitoring records and progress and other relevant reports, focus group discussions, key informant interviews, most significant change etc. A proposed methodology is provided in the table below.

The reports must be presented in English. The evaluation team must provide concrete recommendations which are addressed to the specific stakeholders.

The Guidelines for Project and Programme Evaluations developed by the Austrian Development Agency need to be considered throughout the entire evaluation process (see link:

[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungs\\_Leitfaeden/Guidelines\\_for\\_Programme\\_and\\_Project\\_Evaluations\\_ADA\\_2020.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf) .)

Data collection method	Volume of work
<p>Focus group discussions (FGDs)</p> <p>Composed based on different elements of the project, e.g., beneficiaries from vocational trainings, beneficiaries of entrepreneurship grants, beneficiary of the job-placement etc. One FGD should have at least 7 participants. If the number of participants is not achieved, a further FGD should be organized. The duration is approximately 1:30h.</p>	<p>At least 1 FGDs with a total of 12 beneficiaries from I-SEE project</p> <p>At least 1 FGDs with a total of 12 non-beneficiaries from I-SEE project as a control group</p>
<p>Key Informant interviews (KIIs)</p>	<p>2 (or more) KII with institutions benefiting from the project</p> <p>1 KII (individual) with target beneficiary from vocational trainings (elaborating further of FGD results and other aspects)</p> <p>1 KII (individual) with target beneficiary from entrepreneurship incubator (elaborating further of FGD results and other aspects)</p> <p>1 KII (individual) with the job-placement office at K-W4W</p> <p>4 (or more) KIIs with the employers benefiting from the employment of the trainees</p>
<p>Most Significant Change</p>	<p>One significant change from the grant recipients and one significant change from vocational training beneficiaries.</p>

## 6. Workplan

The evaluation process will be carried out in three phases:

1. Inception (Kick-Off and Desk research)
2. Inquiry (Data collection and analysis)
3. Synthesis & Reporting

After the completion of the evaluation, further work with the findings is intended. This includes the dissemination of the findings (ADA has the right to publish the executive summary and RAF on their website) and the management response to the evaluation report.

Phases of the evaluation	Key activities	Key outputs / Deliverables
Inception & Desk Phase	<ol style="list-style-type: none"> <li>1. Initial document/data collection</li> <li>2. Background &amp; Stakeholder analysis</li> <li>3. Methodological design of the evaluation/Evaluation Matrix</li> <li>4. In-depth document analysis (focused on the Evaluation Questions)</li> <li>5. Methodological design of the Field Phase</li> <li>6. Scheduling of fieldwork activities (incl. schedule of planned interviews etc. )</li> </ol>	<ol style="list-style-type: none"> <li>1. Kick-off and clarification meeting with KW4WManagers</li> <li>2. Draft Inception report containing a preliminary desk review summary, an evaluation matrix and a workplan</li> <li>3. Final Inception report after discussion with / feedback of KW4W and ADA Evaluation Management</li> </ol> <p>&gt;&gt;&gt; ADA-Evaluation Guidelines Annex 5 and 7 for inception report and Evaluation Matrix</p>
Data collection & analysis	<ol style="list-style-type: none"> <li>1. Gathering of primary evidence (as defined in inception report)</li> <li>2. Data collection and analysis based on the defined Evaluation Questions</li> </ol>	<ol style="list-style-type: none"> <li>1. Intermediary Note on preliminary findings</li> </ol>
Synthesis & Reporting	<ol style="list-style-type: none"> <li>1. Final analysis of findings (with focus on the Evaluation Questions)</li> <li>2. Formulation of the overall assessment, conclusions and recommendations</li> <li>3. Reporting</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft Final Report incl. Executive Summary and RAF</li> <li>2. Final Report incl. KW4W &amp; ADA feedback</li> <li>3. Presentation of Findings &amp; Recommendations</li> </ol> <p>&gt;&gt;&gt; ADA-Evaluation Guidelines Annex 6 Quality Checklist for Evaluation Report (ER)</p>

The project has foreseen engaging a consultant/team of consultants for a 40-day engagement for this evaluation.

Following time schedule is envisaged, but the final working calendar will be jointly agreed.

<b>Task</b>	<b>Proposed deadline</b>	<b>Relevant activities</b>
<b>Drafting an inception report and finalize the evaluation design and methodology</b>	<b>27 May 2022</b>	Design the steps of the evaluation, indicate key processes and research methods, informants, necessary resources. Design the methodology and evaluation tools that will be implemented in the research. Agree on the research methods and tools.
<b>Validation of the methodology with Kosova-W4W management and ADA</b>	<b>3 June 2022</b>	Utilize the proposed tools to identify if changes to the tools must be made.
<b>Data collection and analysis</b>	<b>13 June 2022</b>	On-site visits to all the settlement, conduct interviews and focus group discussions with relevant internal and external stakeholders. Assess the external political, social, economic and cultural context. Analyze findings and relevant data triangulation.
<b>Draft evaluation report– submitted to Kosova-W4W</b>	<b>8 July 2022</b>	Present the preliminary draft of the evaluation report. This would include key highlights on the preliminary findings, collection of annexes to include additional information.
<b>Obtain the feedback / validation from Kosova-W4W and ADA</b>	<b>15 July 2022</b>	Include the feedback to the preliminary draft, as provided by partners and the management of Kosova-W4W and ADA.
<b>Finalize the evaluation report and presentation to the management</b>	<b>30 July 2022</b>	Finalize the evaluation report. Presentation to the Management of Kosova-W4W (a power point presentation, including key findings and recommendations).

## **7. Evaluation Management Arrangements**

Communication between Kosova-W4W and the consultant/team of consultants

This consultancy is part of a broader project of women empowerment and offering sustainable development to the most vulnerable women of the region of Prishtina and Ferizaj in the Republic of Kosovo. The evaluation management needs to respect the ethical standards and guiding principles for evaluation, including impartiality and independence. The implementation of this evaluation is entrusted to a team composed of:

- CEO of Kosova-Women for Women: Iliriana Gashi
- Kosova-Women for women project manager and M&E manager
- External consultant/team of consultants

## 8. Requirements for the evaluator(s)

Kosova – Women for Women will accept applications from both individual evaluators and teams. In the latter case, the evaluator team should be diverse, inclusive and gender-balanced as much as possible. Required skills and expertise:

- At least 3 years of experience in conducting impact evaluations/studies as per the specifications described above. Previous experience in evaluations in the field of economic empowerment of marginalized women is a strong asset.
- Strong skills in developing and using both quantitative and qualitative methods and conducting both types of analysis.
- Experience in working in or knowledge of the country where the research takes place and familiarity with the socio-cultural and political context.
- Full written and oral proficiency in English for the production of a quality report.
- Strong writing skills and ability to convey technical and complex information in a structured, logical, clear and concise manner for different audiences.
- Strong computer proficiency in producing written reports of quality and including clean visual representation of data and findings.
- Master's degree (or higher) in social sciences, economics, public policy, law, research and evaluation, management or other related field(s) from an accredited university.

The evaluator must not have been involved in the design, implementation or monitoring of the I-SEE project at any stage, nor have benefitted from the I-SEE activities (trainings, grants etc.), for instance as a resource person or other beneficiary.

### *Expected results (deliverables) from the evaluation*

Kosova-W4W expects a final evaluation report and the power point presentation to be delivered in English, should not exceed 30 pages (annexes not included). A description of the instruments is to be provided in English. The evaluation analysis should follow the ADA Evaluation Guideline which can be accessed in the following link:

[https://www.entwicklung.at/fileadmin/user\\_upload/Dokumente/Evaluierung/Evaluierungs\\_Leitfaeden/Guidelines\\_for\\_Programme\\_and\\_Project\\_Evaluations\\_ADA\\_2020.pdf](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf)

The consultant/team of consultants will submit the following reports:

1. A draft and final inception report (10-15 pages without annexes), with a main focus on the methodological part, not on the context description.
2. A final draft evaluation report (about 25-30 pages without annexes), including a draft executive summary (max. 4 pages) and the results-assessment form (part of the reporting requirement)

3. And the final evaluation report (25-30 pages without annexes), the final executive summary (max. 4 pages) and the results-assessment form (part of the reporting requirement)

The inception report should be structured as follows:

1. Background (incl. stakeholder mapping), Purpose and Objectives
2. Evaluation Design and Approach
  - 2.1. Methodology and Methods
  - 2.2. Evaluation Matrix
  - 2.3. Data Collection Instruments
  - 2.4. Data Analysis
  - 2.5. Limitations, Risks and Mitigation Measures
3. Quality Assurance and Ethical Considerations
4. Workplan
5. Annexes

>>> *Quality Checklist of Inception Report in ADA Guidelines of Programme and Project Evaluations / Annex 5*

The evaluation report should be structured as follows:

1. Executive Summary
2. Introduction
3. Background and Context Analysis
4. Evaluation Design and Approach
  - 4.1. Methodological Approach
  - 4.2. Data Collection and Analysis Tools
  - 4.3. Limitations, Risks and Mitigations Measures
5. Findings
6. Conclusions
7. Recommendations
8. Annexes

>>> *Quality Checklist of Evaluation Report in ADA Guidelines of Programme and Project Evaluations / Annex 6*

## **9. Specifications for the Submission of Offers**

*Application procedure*

The application will be sent via email at: [human.resources@k-w4w.org](mailto:human.resources@k-w4w.org) with the subject line: **“I-SEE impact study – International Evaluator”** at latest by **23:59, 18 May** and must include:

1. CV/CVs focused on the skills and experience requested by the current consultancy;
2. A technical offer (see indicative content under the assessment criteria) – 3 to 5 pages;
3. A financial offer, specifying the name of the Bidder, phone, email address and date;
4. Contacts of 3 professional references

### Assessment and Selection procedure

Applications will be assessed based on the following criteria:

Assessment and selection criteria	Max. number of points
<b>Technical offer</b> - based on: 1) the understanding of the nature and objectives of the assignment; 2) understanding of the ToR; 3) specific schedule, plan and approach proposed for the data collection and basic analysis.	40 points
<b>Financial Offer</b> – based on: 1) price-value ratio and demonstration of maximum value for money; 2) completeness of information; 3) consistency with the technical offer and approach.	40 points
<b>Profile and experience of the applicant</b> – based on: 1) submitted CV; 2) submitted previous work.	20 points
<b>Total</b>	100 points

The applications will be evaluated by an Evaluation Committee led by the Evaluation Manager and I-SEE Project Manager. The application achieving the highest number of points will be selected for contracting. In addition to the review of applications, short interviews may also be conducted if deemed necessary to clarify details of the offers and motivation and experience of the applicant. All applicants will be informed of the outcome of the selection process by e-mail following the closure of the contract with the selected applicant.

Applications which do not include the financial offer will not be considered.

#### *Budget*

The financial proposal should include all incurred expenditures, i.e travelling costs for the research team, office supplies, protocol, participants of the focus groups etc. Please note that the consultant/team of consultants will be responsible for paying income taxes and any other due taxes as per applicable national legislation.

The consultant/team of consultants will submit invoices to Kosova-Women for Women as following:

- The first invoice after the approval of the Inception report – 30% of the total budget
- The final invoice after the approval of the final report – 70% of the total budget.

**Advertised: 29 April 2022**

**Deadline: 18 May 2022**

Mrs. Iliriana Gashi  
Director of Kosova-Women for Women

## 10. Annexes

See **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](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf)

including the following annexes, cited in the ToR above:

1. Quality checklist on the Inception Report (Annex 5)
2. Quality Checklist on the Evaluation Report (Annex 6)
3. Evaluation Matrix (Annex 7)
4. Feedback Matrix (Annex 8)
5. Results Assessment Form (Annex 9)