**Terms of Reference (ToR)**

**End-Term Evaluation of the Project:**

**“Improved Self-Employment and Employment Opportunities – I SEE, Phase II”**

**Planned Project Period:**  
01 November 2022 – 31 December 2025

**Implemented by:**  
Kosova – Women 4 Women (KW4W)

**Funded by:**  
Austrian Development Agency (ADA)

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**Terms of Reference (ToR)**

**Evaluation of the “Improved Self-Employment and Employment Opportunities – I SEE, Phase II” Project**

**Project Title:**

I SEE – Improved Self-Employment and Employment, Phase II

**Planned project period:**

01 November 2022 – 31 December 2025

# **1. Context and Background**

### **1.1 Country Context**

The Republic of Kosovo continues to face structural challenges across economic, social, and governance domains, despite signs of stability and growth. According to the Kosovo Agency of Statistics, the country’s GDP grew by 4.41% in 2024, up from 3.3% in 2023, driven largely by household consumption, diaspora remittances, and public investment[[1]](#footnote-1). However, unemployment – particularly among women and youth – remains a key concern. As of the third quarter of 2023, the unemployment rate stood at approximately 10.9%, a modest decline from previous years[[2]](#footnote-2). Yet gender disparities remain stark: unemployment among women was around 18%, more than double the rate for men[[3]](#footnote-3). Labor force participation also continues to be among the lowest in Europe, with only 24% of working-age women active in the labor market, compared to 58% of men[[4]](#footnote-4). This gap, rooted in socio-cultural norms, limited access to vocational training, lack of childcare infrastructure, and occupational segregation, restricts the full economic engagement of women and hinders inclusive development.

Despite legal commitments to gender equality, women in Kosovo continue to face structural barriers to economic participation. The private sector is largely comprised of micro, small, and medium enterprises (MSMEs), accounting for over 99% of registered businesses, yet women-owned businesses make up less

than 10% of this number[[5]](#footnote-5). These disparities are especially acute for women in rural areas, where limited childcare services, unequal caregiving responsibilities, and gender-based labor market discrimination are prevalent. The Kosovo Gender Country Profile (2024) highlights that addressing these systemic barriers

is essential for inclusive growth and economic resilience, particularly in a context where women’s empowerment is increasingly recognized as a critical driver of sustainable development[[6]](#footnote-6).

To address these disparities, Kosovo adopted two major national strategies in 2023: the National Development Strategy 2030 and the Strategy for Industrial Development and Business Support 2030. These frameworks prioritize inclusive economic growth, improved access to finance, competitiveness in the private sector, and rural development — with an explicit focus on gender equality and women's empowerment.[[7]](#footnote-7)

The I SEE Project – Phase II (2022–2025) is aligned with these strategic priorities. It aims to empower women economically and socially, strengthen their participation in the labor market, and support the development of sustainable women-led businesses. The project also contributes to broader international objectives, including the Austrian Development Cooperation’s commitment to inclusive development in the Western Balkans[[8]](#footnote-8), and aligns with the EU’s Economic and Investment Plan (2020–2027), which places women’s economic participation and entrepreneurship at the center of regional transformation[[9]](#footnote-9). Furthermore, the newly launched EU Growth Plan for the Western Balkans (2023) emphasizes the integration of marginalized groups — including women — into the labor market, through structural reforms and increased funding under the €6 billion Reform and Growth Facility[[10]](#footnote-10).

At the political level, Kosovo has experienced relative stability since 2021, enabling the implementation of reforms centered on rule of law, anti-corruption, and EU approximation. A major milestone was achieved with the implementation of EU visa liberalization on 1 January 2024, allowing Kosovo citizens to travel visa-free to the Schengen Area[[11]](#footnote-11).

Overall, these developments offer both opportunities and challenges for gender-responsive interventions such as the I SEE - PHASE II Project. They underscore the importance of robust monitoring, adaptive implementation, and inclusive evaluation frameworks to ensure that project outcomes contribute meaningfully to national priorities and evolving regional dynamics.

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### **1.2 Project Background**

The **Improved Self-Employment and Employment Opportunities (I SEE), Phase II (2022–2025)** is a three-year initiative funded by the Austrian Development Agency (ADA) and implemented by Kosova Women 4 Women (KW4W). With a total budget of €650,000,

The project target marginalized women and partially men that will benefit from the capacity building opportunities. The**Impact** aims to achieve through this project is the **improved position of women in the economy and labour market in the municipalities of Prishtina and Ferizaj regions**. To achieve this impact, th project will focus intervention toward the general **Outcome: Increased participation of women from thirteen municipalities in the region of Prishtina and Ferizaj in economy and labour market**

|  |  |
| --- | --- |
| **Title of the Action to be Evaluated** | Improved Self-Employment & Employment Opportunities – ‘I See’, Phase II |
| **Country / Location** | Kosovo - Prishtina and Ferizaj Region |
| **Budget of the project** | Total project cost: € 650,000 |
| **Date of the Action to be Evaluated** | 1 November 2022 - the time of evaluation in 2025 |

The project contributes to national strategic priorities, specifically the **National Development Strategy 2030**, focusing on gender equality, skills development, employment, and sustainable economic growth. Moreover, it aligns with international frameworks including the EU's Gender Action Plan III, Austrian Development Policy, and the EU's Economic and Investment Plan for the Western Balkans, emphasizing market-based development, women's economic empowerment, and inclusive growth.

Specifically, the project is structured around five key outputs:

* **Output 1.** Increased opportunities for employment and self-employment of women through enhanced cooperation with the institutions in the central and local level and other relevant stakeholders in the field;
* **Output 2.** Increased opportunities for employment and self-employment of 230 women by developing their capacities and skills through vocational trainings;
* **Output 3.** 30 new women entrepreneurs benefitted from the business start-ups and capacity development activities;
* **Output 4.** Supported women’s businesses for access to finance and growth opportunities;
* **Output 5.** Operationalization of the Resource and Training Centre.

# **2. Purpose and Objectives**

This end-term evaluation is commissioned in accordance with the Austrian Development Agency’s (ADA) commitment to results-based management and accountability, and in alignment with ADA’s Guidelines for Programme and Project Evaluations. It responds to the mandate to assess the performance and relevance of the “Improved Self-Employment and Employment Opportunities – I SEE, Phase II” project in its final year of implementation.

The primary purpose of this evaluation is to assess the project’s achievements against its stated objectives and results framework, and to draw actionable lessons that will inform future programming by Kosova – Women 4 Women (KW4W) and ADA. The evaluation is also intended to enhance transparency and accountability for all stakeholders, including donors, implementing partners, and beneficiaries.

Given that the project is approaching its conclusion in 2025, the evaluation is timely, allowing for reflection on implementation effectiveness and sustainability of results. It will serve as a strategic tool for shaping upcoming program design and improving impact in the domain of women’s economic empowerment and inclusive employment in Kosovo.

The evaluation will generate evidence-based insights on the project’s relevance, effectiveness and efficiency, with a particular emphasis on women’s participation in the labor market and business development.

**2.1 Objectives of the Evaluation**

The specific objectives of this evaluation are to:

1. Assess the extent to which women's participation in the labour market and economy in targeted municipalities has increased, particularly focusing on vocational skills, employment opportunities, and entrepreneurship.
2. Evaluate the effectiveness and sustainability of capacity-building interventions, including vocational training, business start-up support, and access to finance.
3. Analyze the project's success in enhancing collaboration with local and central institutions, as well as private-sector stakeholders.
4. Provide clear, actionable recommendations for KW4W and ADA to guide future interventions aimed at women’s economic empowerment.

### **2.2 Intended Users of the Evaluation**

**Primary Users:**

* Austrian Development Agency (ADA): Will use findings for strategic decision-making, donor accountability, and to enhance future program design and implementation.
* Kosova Women 4 Women (KW4W): Will use insights and recommendations to improve program effectiveness, adapt implementation strategies, and maximize impact in future initiatives.

**Secondary Users:**

* Local and central government institutions, especially those involved in labor, economic development, and women’s empowerment.
* Civil society organizations and private-sector actors, including chambers of commerce and training institutions, who can use findings to adapt and align their services.
* Project beneficiaries and community members, who will indirectly benefit from better-informed programming and more targeted support services.

Stakeholders to be engaged include:

* Kosova – Women 4 Women (KW4W), specifically project management, implementation, and M&E team;
* Austrian Development Agency (ADA) as the primary funder and key partner;
* Beneficiaries (women and men) directly involved in the project's training, mentorship, and grant-related activities;
* Relevant local and central governmental institutions, including municipalities, Ministry of Finance, Labour and Transfers, Ministry of Industry, Entrepreneurship and Trade, Ministry of Education, Science, and Technology, and the Agency for Employment and the Vocational Training Centres (AEVTC).
* Private sector stakeholders such as local businesses, chambers of commerce, and related associations;

This Terms of Reference (ToR) was developed in close consultation with ADA and KW4W to ensure alignment with strategic priorities and to clarify expectations among all stakeholders involved in the evaluation process.

**3. Scope of the Evaluation**

The evaluation will cover the full implementation period of the Improved Self-Employment and Employment Opportunities (I SEE) Project – Phase II, from 1 November 2022 until the time of the evaluation in 2025. Geographically, it will encompass all thirteen targeted municipalities within the Prishtina and Ferizaj regions: Prishtina, Fushë Kosova, Drenas, Graçanica, Lipjan, Novobërda, Obiliq, Podujeva, Ferizaj, Hani i Elezit, Kaçanik, Shtërpce, and Shtime. During the inspection phase, a random selection will determine in which of these municipalities the assessment will take place.

Thematically, the evaluation will assess the project’s interventions in:

* Capacity development through vocational, soft skills, business, computer literacy, English language, and ICT trainings for targeted beneficiaries;
* Provision of small seed funding, grants, and internships aimed at supporting women's entrepreneurship and employment opportunities;
* Support provided to new women entrepreneurs through dedicated start-up trainings, mentorship, and financial assistance;
* Capacity enhancement for previously supported women-owned businesses through specialized training in environmental protection, circular economy, green economy, renewable energy, and increased market access opportunities;
* Expansion and operationalization of the Resource and Training Centre, including job facilitation and career orientation services;
* Strengthening collaboration with local and central governmental institutions, private-sector stakeholders, chambers of commerce, and other relevant stakeholders to address labour market challenges and women's economic empowerment.

The evaluation will apply the OECD/DAC evaluation criteria: *relevance, effectiveness and efficiency*.[[12]](#footnote-12) These criteria will guide the evaluation questions, data collection methods, analysis, and reporting processes. Cross-cutting issues such as gender equality, inclusiveness, and environmental sustainability will also be explicitly considered.

The evaluation is scheduled to take place during the final phase of the project implementation. This timing allows for comprehensive reflection on outcomes and delivery of strategic recommendations. The defined scope is feasible and appropriate given available resources, timeline, and access to stakeholders, ensuring that robust, evidence-based insights can inform future programmatic decisions by KW4W and ADA.

# **4. Evaluation Questions**

The evaluation questions are designed to assess the project’s performance against the OECD/DAC evaluation criteria: relevance, effectiveness and efficiency. These criteria, referenced in the Scope section, provide a globally recognized framework for development evaluations and ensure a structured, comparative analysis across all dimensions of the project. The questions are grounded in the objectives of the Improved Self-Employment and Employment Opportunities (I SEE) Project – Phase II and are intended to guide a comprehensive and participatory evaluation process. They aim to inform learning, support accountability, and provide actionable recommendations for KW4W, ADA, and other stakeholders engaged in women’s economic empowerment in Kosovo.

The evaluation will address the following key questions:[[13]](#footnote-13)

**Relevance**

1. How aligned are the project’s interventions with ADA’s strategic priorities, Kosovo’s national development plans, and the specific needs of the targeted beneficiaries?

**Effectiveness**

1. To what extent has the project achieved it’s goals, objectives and outcomes?

**Efficiency**

1. How efficiently have project resources (financial, human, and material) been utilized to achieve planned outputs and outcomes?
2. What lessons can be drawn to improve resource utilization and project management efficiency in future interventions?

# **5. Design and Approach**

This evaluation will adopt a mixed-methods approach using non-experimental design, systematically integrating both qualitative and quantitative methods to comprehensively address the evaluation questions. The design aligns with ADA and OECD/DAC evaluation standards, ensuring methodological rigor, credibility, and unbiased findings through careful triangulation of evidence.

The evaluation design and methodology will incorporate ADA’s human rights-based approach (HRBA), cross-cutting themes (gender equality, social inclusion, environmental sustainability), and adhere to OECD/DAC evaluation criteria and standards. The selected methods will be robust enough to enable a fair, unbiased, and evidence-based assessment of project results, with a strong emphasis on triangulation, data validation, and inclusion of diverse perspectives. Ethical considerations and participation of marginalized groups will be prioritized throughout the process.

### **5.1 Data Sources**

The evaluation will utilize multiple data sources to ensure comprehensive analysis and reliable findings. These include:

* **Project Documentation:** Review of project proposals, progress reports, financial records, monitoring data, and other relevant documents provided by KW4W.
* **Surveys and Questionnaires:** Structured surveys administered to direct beneficiaries covering various project interventions, including vocational training participants, entrepreneurship support recipients, mentorship beneficiaries, and Resource and Training Centre users.
* **Interviews and Focus Group Discussions (FGDs):** Qualitative methods including FGDs and Key Informant Interviews (KIIs) will engage project staff, direct beneficiaries, local authorities, private-sector stakeholders, chambers of commerce, and other relevant stakeholders.
* **Secondary Data:** Analysis of relevant statistical reports, previous evaluation findings, policy documents, and other contextual data from reputable sources to contextualize findings and assess project relevance and alignment with broader goals.

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### **5.2 Data Collection Methods and Analysis**

* **Quantitative Methods:** Structured questionnaires and surveys will be administered to beneficiaries to measure economic empowerment outcomes, employment changes, and satisfaction levels. Data will be statistically analyzed to identify trends and quantify the project's impacts.
* **Qualitative Methods:** FGDs and KIIs will be conducted to explore beneficiaries' experiences and gather in-depth insights. Thematic content analysis will identify recurring themes, patterns, and narratives providing deeper understanding of the project's processes and impacts.
* **Triangulation:** Multiple methods and data sources will be systematically triangulated to cross-verify findings and enhance credibility and validity.

### **Facilitation and Logistics for FGDs, KIIs, and Surveys:**

### The evaluator(s) will be responsible for organizing and conducting Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and administering structured surveys. This includes designing data collection tools, facilitating discussions and interviews, selecting participants, and documenting findings. For surveys, the evaluator(s) will be responsible for designing and administering structured surveys, including sampling, data collection, and analysis planning. KW4W will provide logistical support as needed, such as coordinating access to beneficiaries and stakeholders, arranging venues, and contacting participants.

### **5.3 Sampling Methods**

* **Stratified Random Sampling:** Beneficiaries will be stratified by municipality, intervention type (vocational training, entrepreneurship, etc.), and other relevant demographic characteristics to ensure broad representation and statistical significance.
* **Purposive Sampling:** Key informants and participants for qualitative methods will be purposively selected based on their knowledge, involvement, and experience with the project, ensuring in-depth and contextual insights.
* **Sample Size:** The sample size will be determined to ensure representativeness across different beneficiary groups and project locations, providing sufficient statistical significance for quantitative data and adequate depth for qualitative analysis. The evaluator(s) will propose a sample size during the inception phase, ensuring sufficient representation of key beneficiary groups and interventions. The proposed sampling strategy will be reviewed and validated by KW4W and ADA to ensure it aligns with the evaluation objectives and available resources.

### **5.4 Field Visits**

Field visits will be planned and carried out systematically in targeted municipalities within Prishtina and Ferizaj regions to facilitate direct engagement with beneficiaries and stakeholders. These visits will enable qualitative data collection through FGDs and KIIs, to validate reported outcomes and deepen understanding of local contexts influencing project success.

**5.5 Cross-Cutting Themes and Ethical Considerations**

The evaluation will integrate ADA's human rights-based approach (HRBA) and cross-cutting issues such as gender equality, social inclusion, environmental sustainability, and adherence to social standards. Specifically, it will emphasize:

* Participation, accountability, empowerment, and non-discrimination, with particular attention to marginalized women.
* Integration of these cross-cutting themes into all phases of evaluation design, data collection, analysis, and reporting.

The evaluation will adhere strictly to ethical guidelines, professional standards, and ADA quality assurance norms, ensuring informed consent, confidentiality, privacy protection, and transparency. Evaluation reports will openly address both the strengths and limitations encountered during data collection and analysis, thereby enhancing the reliability and credibility of findings.

All evaluation deliverables (including the inception report, draft evaluation report, and final evaluation report) must be presented in English. The evaluator/evaluator team is expected to provide clear, actionable recommendations explicitly addressed to specific stakeholders involved in the project.

The evaluation must adhere throughout to the Guidelines for Project and Programme Evaluations developed by the Austrian Development Agency.

|  |  |
| --- | --- |
| Data Collection Method | Description & Scope |
| Focus group discussions (FGDs)  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. | At least 4 FGDs with beneficiaries from I SEE - PHASE II project |
| Key Informant Interviews (KIIs) | At least 4 KIIs with KW4W project management and implementation team. |
| At least 4 KIIs with representatives from local and central government institutions. |
| At least 5 KIIs with private-sector stakeholders, including employers and chambers of commerce involved in the project. |
| At least 6 KIIs with direct project beneficiaries - covering vocational training, entrepreneurship incubator participants, seed funding recipients, and Resource and Training Centre users, elaborating further on FGD results and individual experiences. |
| Structured Quantitative Surveys  Composed based on different elements of the project, (e.g., vocational training, entrepreneurship support, and mentorship) | Up to 80 direct beneficiaries from various project components quantitatively assessing outcomes related to economic empowerment, employment, and satisfaction with project interventions. |
| Most Significant Change | One significant change from the grant recipients and one significant change from vocational training beneficiaries. |

**Note:** The indicated volumes are tentative and may be revised during the inception phase and kick-off discussions, based on the final methodology agreed upon by the evaluator(s), KW4W, and ADA.

**6. Workplan**

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|  |  |  |  |
| --- | --- | --- | --- |
| Phases of the evaluation | Key activities | Key outputs / Deliverables | Proposed deadline |
| Phase 1: Inception Phase (Kick-off and Desk Review) | 1. Initial collection and review of relevant documents and data 2. Background analysis and stakeholder mapping 3. Development of evaluation methodology and evaluation matrix (in line with ADA Guidelines Annexes 5 and 7) 4. Detailed scheduling and logistical planning of fieldwork (interviews, focus groups, site visits) 5. Kick-off and clarification meeting with KW4W management and ADA evaluation management | 1. Draft inception report (including preliminary desk review summary, detailed evaluation matrix, and workplan) 2. Final inception report incorporating feedback from KW4W and ADA evaluation management   *>>> ADA-Evaluation Guidelines Annex 5 and 7 for inception report and Evaluation Matrix* | August 31, 2025  (approx..10 working days |
| Phase 2: Inquiry Phase (Data Collection and Analysis) | 1. Fieldwork: interviews, focus group discussions, surveys, and direct observations at project sites 2. In-depth analysis of collected data, organized according to evaluation questions 3. Preparation of preliminary findings for validation | 1. Brief intermediary note summarizing preliminary findings from fieldwork and initial analysis | September 20, 2025  (approx..20 working days) |
| Phase 3: Synthesis and Reporting Phase | 1. Comprehensive analysis and synthesis of evaluation findings aligned to evaluation questions 2. Development of clear and actionable recommendations targeted at specific stakeholders 3. Preparation and submission of the evaluation report | 1. Draft final evaluation report including Executive Summary and Results Assessment Form (RAF), in line with ADA Guidelines Annex 6 (Quality Checklist for Evaluation Report) 2. Final evaluation report incorporating feedback from KW4W management and ADA 3. Presentation of key findings and recommendations to KW4W and ADA management | October 10, 2025  (approx..10 working days) |

### **6.1 Dissemination and Follow-Up**

Following the evaluation, findings will be disseminated to relevant stakeholders. ADA reserves the right to publish the Executive Summary and the Results Assessment Form (RAF) on its website. A formal management response to the evaluation report will be jointly prepared by KW4W and ADA to facilitate institutional learning and inform future programming.

All deliverables will undergo a quality assurance review by KW4W and ADA. Written feedback will be provided at each key stage (inception, draft report), and the evaluator(s) are expected to respond to this feedback and revise deliverables accordingly.

### **6.2 Proposed Timeframe and Workdays**

The evaluation is planned as a 40-working-day engagement. A preliminary schedule is proposed on the table above however, the final calendar will be agreed upon jointly between KW4W, ADA, and the evaluator(s):

# **7. Evaluation Management Arrangements**

The management of this evaluation will be led by Kosova – Women 4 Women (KW4W) in close coordination with the Austrian Development Agency (ADA). To ensure transparency, stakeholder engagement, and quality assurance, an Evaluation Reference Group will be established to provide oversight and strategic guidance throughout the evaluation process.

The Evaluation Reference Group will include:

* Director, Kosova – Women 4 Women
* Project Manager, Kosova – Women 4 Women
* Monitoring and Evaluation Manager, Kosova – Women 4 Women
* Representative(s) from the Austrian Development Agency (ADA)

### **7.1 Roles and Responsibilities:**

* KW4W will coordinate and support the evaluation process, including facilitating access to documentation, stakeholders, and logistical arrangements. ADA will provide oversight, ensure alignment with its evaluation standards, and participate in review and quality assurance of deliverables.
* The external evaluator(s) will independently design and implement the evaluation, ensure adherence to methodological standards, and deliver high-quality outputs aligned with ADA’s evaluation guidelines.
* The Reference Group will review and provide feedback on key deliverables, ensure adherence to ethical and quality standards, and validate key findings and recommendations.

All evaluation activities will be carried out in accordance with the ethical standards and guiding principles outlined in *ADA’s Guidelines for Programme and Project Evaluations*, with a particular emphasis on independence, impartiality, confidentiality, and transparency.

**8. Requirements for the Evaluator(s)**

Kosova – Women for Women (KW4W) will accept applications from both individual evaluators and evaluation teams. Given the scope and complexity of the evaluation, a team consisting of one lead evaluator (international), with optional support from a local associate is considered appropriate. This structure is intended to ensure both contextual knowledge and methodological rigor. In the case of team applications, gender balance, diversity, and inclusiveness are strongly encouraged.

**Required skills and expertise:**

* A Master’s degree (or higher) in social sciences, economics, public policy, law, evaluation and research, management, or related fields.
* At least 7 years of professional experience in conducting evaluations of development projects or programs, ideally in the areas of economic empowerment, employment, or self-employment, with a strong asset being work related to marginalized women’s empowerment.
* Demonstrated expertise in mixed-method evaluation design, including experience in applying both quantitative and qualitative methods, data collection, and analysis.
* Thematic or geographic expertise in Kosovo, including understanding of the socio-cultural, economic, and political context.
* Proven ability to integrate human rights-based, gender-responsive, and inclusive approaches into evaluation processes.
* Full professional proficiency in English (spoken and written).
* Excellent writing skills and ability to produce clear, evidence-based, and actionable reports.
* Advanced computer proficiency, especially in presenting complex information clearly and visually.

### **8.1 Independence and Impartiality:**

The evaluator(s) must demonstrate full independence and impartiality. They must not have been involved in the design, implementation, monitoring, or any other direct involvement in the I SEE Project – Phase II at any stage, nor benefited directly from the project's activities (e.g., trainings, grants), either as resource persons or beneficiaries.

### **8.2 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.

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**

The application will be sent via email at: **human.resources@k-w4w.org with the subject line: “I SEE - PHASE II Impact Study – International Evaluator” at latest by 23:59, July 07, 2025** and must include:

1. CV/CVs focused on the skills and experience requested by the current consultancy;
2. A technical offer (3 to 5 pages), outlining:

* Demonstrated understanding of the objectives, scope, and context of the assignment;
* Clarity and coherence of the proposed methodology and approach, including data collection and analysis methods;
* Feasibility and detail of the proposed work plan, timeline, and deliverables.

1. A financial offer, specifying the name of the Bidder, phone, email address and date;
2. Contacts of 3 professional references

### **9.1 Assessment and Selection procedure**

Applications will be assessed based on the following criteria:

|  |  |
| --- | --- |
| Assessment and selection criteria | Max. number of points |
| Technical offer - based on: 1) Demonstrated understanding of the objectives, scope, and context of the assignment; 2) Clarity and coherence of the proposed methodology and approach, including data collection and analysis methods; 3) Feasibility and detail of the proposed work plan, timeline, and deliverables. | 40 points |
| Financial Offer – based on: 1) Price-to-value ratio and demonstration of cost-effectiveness; 2) Completeness and transparency of the financial proposal; 3) Alignment and consistency with the proposed technical approach and activities. | 40 points |
| Profile and experience of the applicant – based on: 1) submitted CV; 2) submitted previous work. | 20 points |
| Total | 100 points |

The applications will be evaluated by an Evaluation Committee led by the Evaluation Manager and I SEE - PHASE II 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 be conducted if deemed necessary to clarify details of the offers and assess the 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 missing any of the required documents will not be considered.**

The financial proposal must include all anticipated costs, such as travel, supplies, logistics, and FGD-related expenses. Please note that the consultant/team of consultants will be responsible for paying income taxes and any other applicable taxes as per national legislation. The total budget available for this evaluation is estimated at up to €20,000.00 euro, inclusive of all evaluator fees, travel, data collection costs, and applicable taxes. The final budget will be agreed upon based on the proposed methodology, scope, and deliverables.

**The consultant/team of consultants will submit invoices to Kosova – Women for Women as follows:**

* 30% of the total budget after approval of the inception report
* 70% of the total budget after approval of the final evaluation report

**Advertised:** June 17, 2025

**Deadline:** July 07, 2025, 23:59 CEST

For any questions or clarifications regarding the ToR, please contact [info@k-w4w.org](mailto:info@k-w4w.org) before XXXX.

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# **10. Annexes**

The following annexes are to be used throughout the evaluation process. They are drawn from the [**ADA Guidelines for Programme and Project Evaluations (2020)**](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf) and the [**ADA Evaluation Policy (2020)**](https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Englisch/Evaluationpolicy.pdf), which outline the principles, quality standards, and methodological requirements for evaluations supported by the Austrian Development Agency.

These annexes must be completed and submitted as part of the evaluation deliverables:

* **Annex 5**: Quality Checklist for the Inception Report
* **Annex 6**: Quality Checklist for the Evaluation Report
* **Annex 7**: Evaluation Matrix
* **Annex 8**: Feedback Matrix
* **Annex 9**: Results Assessment Form (RAF) (mandatory to complete and submit with the final evaluation report)

Additional reference documents relevant to the project, including the project proposal, logical framework, and progress reports, will be shared with the selected evaluator(s) during the inception phase.

1. Kosovo Agency of Statistics. (March 2025). *Gross Domestic Product – Q4 2024 (National Accounts Statistics).* Retrieved from <https://ask.rks-gov.net/> [↑](#footnote-ref-1)
2. IMF (2024). *Article IV Consultation – Kosovo, December 2024*. <https://www.imf.org/en/Publications/CR/Issues/2024/12/21/Republic-of-Kosovo-2024-Article-IV-Consultation-and-Third-Reviews-Under-the-Stand-By-559944> [↑](#footnote-ref-2)
3. Kosovo Agency of Statistics (2023). *Labour Force Survey Q3 2023*. <https://ask.rks-gov.net/media/8167/lfs-q3-2023.pdf> [↑](#footnote-ref-3)
4. Ibid. [↑](#footnote-ref-4)
5. European Commission. (2023). *Kosovo 2023 Report*. <https://neighbourhood-enlargement.ec.europa.eu/system/files/2023-11/Kosovo%20Report%202023.pdf> [↑](#footnote-ref-5)
6. UN Women & EU. *Kosovo Gender Country Profile*, November 2024. <https://eca.unwomen.org/en/digital-library/publications/2024/11/kosovo-gender-country-profile> [↑](#footnote-ref-6)
7. Government of Kosovo. (2023). *National Development Strategy 2030 & Strategy for Industrial Development and Business Support 2030*.

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8. Austrian Development Cooperation (2024). *Western Balkans Regional Priorities*. <https://www.entwicklung.at/en/countries/western-balkans> [↑](#footnote-ref-8)
9. European Commission (2020). Economic and Investment Plan for the Western Balkans. <https://neighbourhood-enlargement.ec.europa.eu/system/files/2020-10/communication_on_wb_economic_and_investment_plan_october_2020_en.pdf> [↑](#footnote-ref-9)
10. European Commission (2023). *Growth Plan for the Western Balkans*. <https://neighbourhood-enlargement.ec.europa.eu/news/growth-plan-western-balkans-presented-college-europe-bruges-2023-11-08_en> [↑](#footnote-ref-10)
11. Council of the EU (2023). Visa liberalisation with Kosovo enters into force. <https://www.consilium.europa.eu/en/press/press-releases/2023/04/18/visa-liberalisation-with-kosovo-council-adopts-regulation/> [↑](#footnote-ref-11)
12. See OECD/DAC Evaluation Criteria and Principles: [Better Criteria for Better Evaluation | OECD](https://www.oecd.org/en/publications/better-criteria-for-better-evaluation_15a9c26b-en.html) [↑](#footnote-ref-12)
13. These questions serve as a preliminary framework and may be refined during the inception phase in consultation with KW4W and ADA. [↑](#footnote-ref-13)