



TERMS OF REFERENCE

For Final Evaluation of the Project

“Women's Rights Ambassadors for Empowerment and Change in Bosnia and Herzegovina“

Contract number: 2023/452-158

Project Donors: European Union and the Federal Ministry for Economic Cooperation and Development of Germany (BMZ)

Country: Bosnia and Herzegovina

Contracting Authority: DVV International

1. Project summary

Title of the action:	“Women's Rights Ambassadors for Empowerment and Change in Bosnia and Herzegovina“
Locations of the action:	The project is being implemented in Bosnia and Herzegovina in three regions: <ul style="list-style-type: none">➤ Una Sana Canton;➤ Tuzla Canton;➤ Region Birač.
Total duration of the action:	30 months
Starting Date:	01.02.2024
Completion date	31.07.2026
Total budget of the action:	245 000,00 EURO
Implementing organizations:	The project is implemented by DVV International (Applicant) and CEI NAHLA and SARA SREBRENICA (Co-Applicants).
Partner Organizations (NGOs):	N/A
Background information:	Gender stereotypes, prejudices, and persistent obstacles continue to define the state of gender equality and women's human rights in BIH. Within the rural communities of Una-Sana Canton, Tuzla Canton, and Region Birač, women face daily violations of their human rights and fundamental dignity. Vulnerable groups, including women with disabilities, women from rural areas, unemployed women, Roma women, widows, and others, endure various forms of

	gender-based discrimination, violence, and abuse. These harmful experiences lead to physical, sexual, psychological, and socio-economic suffering. Additionally, the unequal work-life balance is a clear and debilitating factor in the potential of women to participate in economic and social life.
Objectives of the action:	<p>Project overall objective: Improving the environment in Bosnia and Herzegovina for the protection of the social and economic rights of women from vulnerable groups.</p> <p>Project specific objectives:</p> <ul style="list-style-type: none"> • Specific objective 1: Local strategies for the improvement of the position of women developed by relevant stakeholders in a participatory manner. • Specific objective 2: Female individuals from vulnerable groups empowered to become local ambassadors and advocates for women's rights through education opportunities and psychosocial support. • Specific objective 3: Awareness raised among primary school students in Bosnia and Herzegovina on human rights, with a focus on women's social and economic rights, through the use of new technologies.
Target groups:	<ul style="list-style-type: none"> • 200 female individuals from vulnerable groups (women with disabilities, women from rural areas, unemployed women, Roma, returnees, widows, etc.) • 45 local representatives / stakeholders including representatives from different sectors, civil society organizations, and community leaders that will be actively engaged and provided with necessary resources and capacity-building workshops - local authorities (municipalities, communities), centers for social work, women's associations and other CSOs from 2 cantons of the Federation of BiH (Una-Sana Canton and Tuzla Canton) and one region of the entity Republika Srpska (7 municipalities of Birač Region ; • 100 young people, both males and females, between the ages of 18 to 35 years who come from diverse socio-economic and cultural backgrounds; • 1,500 7th and 8th-grade students in primary schools in BiH, aged 12-14, that are recognized also as one of the future actors of change.
Final beneficiaries:	<ul style="list-style-type: none"> • about 421,515 women who live in the three targeted regions as the project aims at reaching as many of them as possible, being aware that it will only be a fraction of the total number (about 59,673 women from Birač region, 137,957 women from Una-Sana Canton, 223,885 from Tuzla Canton)

2. Introduction

The project is being implemented through the strong partnership between the Applicant, DVV International, and the Co-applicants, CEI NAHLA and SARA SREBRENICA (Co-Applicants)

Brief information about the organizations implementing the project:

DVV International:

DVV International is the Institute for International Cooperation of the Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association. DVV represents the interests of the approximately 850 adult education centres

(Volkshochschulen) and their state associations, the largest further education providers in Germany.

As the leading professional organization in the field of adult education and development cooperation, DVV International has committed itself to supporting lifelong learning for more than 50 years. DVV International provides worldwide support for the establishment and development of sustainable structures for Youth and Adult Education.

DVV International is a professional partner in dialogue with the local people. To achieve this, we cooperate with more than 200 civil society, government, and academic partners in more than 30 countries in Africa, Asia, Latin America and Europe. DVV International finances its work through funds from the Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Foreign Office, the European Union, as well as other donors.

DVV International has long-standing experience in project management, mostly focused on the promotion of civic and non-formal education and lifelong learning to increase the knowledge and capacity of vulnerable people and to improve their chances in community life and local labour markets. DVV International has been actively operating in Bosnia and Herzegovina since 2000.

CEI NAHLA:

CEI NAHLA (the Co-applicant) has been working in Bosnia and Herzegovina since 2000. It offers a variety of educational and cultural programs for women, cooperates with local authorities, advocates for women's rights and has firm and longstanding relations with Bosnian-Herzegovinian CSOs and other organizations working in the field of women empowerment..

SARA SREBRENICA:

SARA Srebrenica is one of the oldest non-governmental organizations in the Birač region, founded in 1999. Various activities of the organization bring together women and young people to develop knowledge and skills that will be useful in their private and business life. Work with communities, individuals and civic groups, promotion and encouragement of volunteerism, lifelong learning... these are the values that guide the organization. From the very beginning, the organization has been focused on building a community where people trust each other, respect differences and contribute to solving common problems.

3. Evaluation goal and objectives

DVV International Bosnia and Herzegovina and its partner organizations are committed to continuous learning and improving the quality and impact of their interventions. The final evaluation of the project “Women's Rights Ambassadors for Empowerment and Change in Bosnia and Herzegovina” will serve as a learning exercise to reflect on the results achieved, challenges encountered, and best practices identified throughout the project implementation.

The final evaluation should consult the implementing partners, stakeholders, involved trainers, interview project beneficiaries and review the project documentation in order to assess the relevance, efficiency, effectiveness, coherence, sustainability, and the impact

of the project. Special focus will be on project management and implementation, assessment of knowledge products developed within the framework of the project, as well as the project impact on target groups and stakeholders.

The evaluation will also aim to:

- Document key achievements and measurable outcomes;
- Identify challenges, constraints, and solutions applied during implementation;
- Draw lessons learned and highlight innovative practices;
- Provide practical recommendations for strengthening methodologies, strategies, and partnerships in future actions;

The findings and recommendations will be used by DVV International, the co-applicants CEI NAHLA and SARA Srebrenica, local stakeholders, and donors to enhance ongoing initiatives in the fields of gender equality, civil society participation, and community development in Bosnia and Herzegovina.

The evaluation will be conducted on behalf of DVV International and is planned to take place between July 20, 2026 and November 13, 2026

4. Subject and focus (scope)

The subject of the evaluation is the project “Women's Rights Ambassadors for Empowerment and Change in Bosnia and Herzegovina”.

The evaluator/s will review and summarise the available evidence on the relevance, quality, effectiveness, efficiency, and impact of the project activities and will raise and address all relevant issues that may emerge during the evaluation. The project implementation should be evaluated regarding the quality and timeframe of produced results. The effectiveness of the project management should also be evaluated.

5. Main evaluation questions

The evaluation must be carried out according to the OECD DAC Criteria for Evaluation Development Assistance¹ and should give clear statements regarding the following:

Relevance:

- Were the objectives set out in the project document relevant, attainable and realistic?
- How relevant was the selected methodology towards the achievement of the project objectives?
- To what extent does the project cater for the target group's needs? Were they taken into consideration by the implementing agency and its partners in the project implementation process?
- To what extent are the stakeholders involved in the project's implementation processes?
- To what extent have stakeholders participated in the project activities?

¹ The OECD DAC Criteria for Evaluating Development Assistance are a widely used framework established by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD).

- To what extent were the risks significant for the project action and how relevant were corrective measures?

Efficiency:

- Is financial spending efficient per planned activity and in line with the costs?
- How economically have resources and means been used?

Effectiveness:

- To what extent are the achieved results in line with the planned results (reference is to be made to the project proposal and the logframe)?
- To what extent can the implemented activities serve as a basis for future achievements and results in the field of gender equality, civil society participation, and community development?
- Were the planned (human) resources sufficient, insufficient or as planned to achieve the expected results?

Impact and Sustainability:

- To what extent have the activities had an impact on the target groups?
- To what extent are the benefits of the project activities going to last after the project is completed?
- What can stakeholders do to ensure the positive impacts of the project action and how can the work of the project be continued?
- To what extent has the project action strengthened the professional capacity of the partner NGOs' staff? To what extent did the project action enhance capacities of the local communities?
- Were there any significant unexpected positive or negative results?

Visibility:

- Are the project partner(s) and stakeholders aware of the funding organization?
- To what extent was visibility of the EU and the implementing agency ensured?

Project Management:

- How effective was the project staff in implementing the activities? Were the steering mechanisms effective?
- How well did cooperation and communication between staff and with stakeholders work?

6. Evaluation approach and methods

The evaluation will consist of both desk and field study. A combination of primary data collection and secondary data review is expected during the evaluation.

Secondary data sources will be made available to the contractor. The following secondary documents will be provided:

- Project proposal and logframe
- Interim project reports
- External survey analyses report of the project

- Partner documents of project implementation (as far as available)
- Visibility material

To collect information from primary data sources, the contractor is free to propose feasible methodological approaches (quantitative or qualitative). The following groups could be interviewed for primary data collection:

- Project management staff (including financial management) of DVV International;
- Project management staff (including financial management) of CEI NAHLA and SARA Srebrenica;
- Stakeholders and beneficiaries (women and young people) in the project target locations;
- Trainers involved in project implementation;

The evaluation will begin with an inception phase, including a desk review of documents provided by DVV International and the preparation of an Inception Report. This will be followed by a fieldwork phase for primary data collection and the preparation of a Draft Evaluation Report. The Final Evaluation Report will incorporate feedback and comments provided by DVV International and the CEI NAHLA and SARA Srebrenica.

7. Indicative Timetable

Tenderers are requested to submit their application documents by **30 June 2026**. The successful candidate or company will be selected by 17 July 2026.

Briefing via ZOOM (after contracting):

Briefing with the representatives from DVV International HQ and DVV International Bosnia and Herzegovina to receive more information about the project, to discuss evaluation plan (project locations, schedule of field visits etc.).

Document review (desk study) and inception report (until 7 August, 2026):

Reviewing and analysing project documents such as the proposal, logframe, narrative reports (annual report, external survey, monitoring reports, etc.), project publications.

Preparation and finalization of inception report after receiving comments from DVV International Bosnia and Herzegovina and CEI NAHLA and SARA Srebrenica.

Field study (18 August – 25 September, 2026):

The evaluator/s will undertake one field mission to selected project locations to consult with all relevant actors and stakeholders and to carry out the evaluation in accordance with the agreed methodology. Some interviews can also be conducted online.

Report drafting (until 9 October, 2026):

The evaluator will draft a report in English, which should contain a maximum of 30 pages without annexes. The draft report will be provided within 10 days after the end of the field study. Consolidated comments received from project stakeholders will be provided by DVV International Headquarters within two weeks after the receipt of the draft report.

Report finalization (latest by 13 November, 2026):

The evaluator will finalize the report within another 7 days according to the comments received.

The final version should not require any additional editing.

The tentative timeline is 14 working days and remains open to specific changes and suggestions from the prospective evaluator/s:

- Document review, desk study
- Preparation of inception report
- Field visit selected project locations in Bosnia and Herzegovina
- Debriefing with DVV International Sarajevo, Bosnia and Herzegovina, CEI NAHLA and SARA SREBRENICA at the end of the field visit
- Preparation of draft report
- Preparation of final report after integrating comments

8. Responsibilities and logistics

DVV International will be the contracting authority for this evaluation.

DVV International Bosnia and Herzegovina will provide all relevant documents and logistical support for the field visit.

The final report will be accepted by the DVV International Headquarter in Bonn.

9. Target group of the evaluation results

The target group of the evaluation results will be the project management team of DVV International, CEI Nahla and Sara Srebrenica.”.

Right of use

The Contractor (DVV International) has the exclusive and unlimited right to use the results fulfilled by the contract. The transfer of this Right of Use is complete with the payment made to the Contractor.

The Contractor has the Right of Use permission strictly limited for personal, non-commercial purposes. The transfer of the Right of Use to third parties is excluded.

10. Contractual Conditions

The legal basis for this contract is provided by the „General terms and conditions for the implementation of Services" (VOL/B). These general terms and conditions are not attached to this contract; however, an exemplary service contract is part of these Terms of Reference for perusal.

11. Tasks of the evaluator/s

The evaluator/s will be requested to fulfil the following tasks:

- Methodological design and planning of the evaluation in communication with DVV International;

- Desk Study of relevant project documentation (application and logframe, project reports, monitoring documents, visibility material etc.);
- Design of data collection instruments for the field phase;
- Preparation of an Inception Report;
- Conducting the field phase with participation and involvement of all relevant stakeholders;
- Compiling preliminary evaluation report, integrate comments, and finalize the report;
- De-briefing session with project partners.

12. Deliverables

The following deliverables are expected:

- **Inception report:** The expert/ team of experts will present a report giving detailed information about methods and specified questions. This report will be presented to DVV International Bosnia and Herzegovina, CEI NAHLA and SARA Srebrenica discussed and, if need be, amended.
- **Debriefing:** By arrangement with the DVV International Bosnia and Herzegovina project coordinator, the (team of) expert(s) will present the preliminary results of the evaluation and will answer questions in this regard, documenting the discussion, which must form part of the final report.
- **Draft evaluation report:** DVV International Bonn/Bosnia and Herzegovina, CEI NAHLA and SARA Srebrenica will receive a first draft of the final report, which will be examined on the basis of the DAC Evaluation Quality Standards; on this basis, comments will be made on the rough draft before it is returned to the expert(s).
- **Final evaluation report, and Executive Summary:** The final report will take into account the comments on the draft about the entire evaluation process and all results and recommendations.

The evaluation report should be produced in English and submitted to DVV International electronically. A respective template for the final report will be provided in the inception phase to the contractor.

13. Evaluator eligibility criteria

The selected evaluator/s need/s to demonstrate profound experience in evaluating development projects as well as experience with organizational development and capacity building. Previous experience in Bosnia and Herzegovina and knowledge of Bosnian/Serbian/Croatian languages will be considered an asset.

The consultant(s) we are looking for should

- have at least 5-year experience in the field of evaluation of development projects (please, provide proof of this experience);
- demonstrate sound knowledge of evaluation methods and instruments;
- have previous working experience in the field of community development and/or gender-related issues; experience in adult education is an asset;
- have experience with stakeholder participation and transparent knowledge management;

- possess strong analytical and writing skills;
- be fluent in English; knowledge of Bosnian/Serbian/Croatian is an asset;
- be knowledgeable of the Bosnia and Herzegovina context.

14. Budget

The estimated cost should indicate all honoraria costs, transport and travel costs, and any other relevant costs. All costs should be clearly detailed and broken down on the submitted budget. The budget should indicate the number of working days.

15. Application package

Experts participating in the tender for this evaluation should send the application package by **30 June, 2026**, by e-mail to Ms. Maja Avramovska, Senior Manager for M&E (avramovska@dvv-international.de), Ms. Bettina Brand, Senior Desk Officer for South Caucasus and Southeast Europe (brand@dvv-international.de) and Ms. Sabina Šošić at DVV International, Project Manager at Country Office B&H (sosic@dvv-international.ba).

Late submissions will not be accepted.

The application package should include the following documents:

- a) CV(s) of international expert(s), including references to previous evaluations (please use template at <https://www.dvv-international.de/ausschreibungen>);
- b) A technical proposal outlining the suggested approach and methodology and including a draft work plan with timelines covering the following aspects (maximum of 8 pages):
 - a. Show understanding of the task;
 - b. Methodological approach;
 - c. Work Plan / steps of implementation with timeline (please use template at <https://www.dvv-international.de/ausschreibungen>);
 - d. Consideration of specific requirements of the context of the evaluation;
 - e. Internal Quality Management.
- c) A detailed cost estimate (please use template at <https://www.dvv-international.de/ausschreibungen>).

16. Evaluation criteria of proposals

The proposals will be assessed according to the following criteria:

- Qualification and experience of evaluator/s (counts one third) (based on criteria mentioned above);
- Technical proposal (counts one third) (based on criteria mentioned above);
- Financial proposal (counts one third) (best price-service relation).

17. Request for clarifications

If you should have questions concerning this tender, please send your questions to Ms. Maja Avramovska (avramovska@dvv-international.de) or Ms. Sabina Šošić (sosic@dvv-international.ba) The latest date for submitting questions is 21 June 2026. The questions and answers will be published on our website www.dvv-international.de by 25 June 2026.