CALL FOR PROPOSAL
FOR PROJECT IMPACT EVALUATION SERVICE

Project	EU Support for Rule of Law
Place of work	Skopje, North Macedonia and remote
Contracting authority	Ludwig Boltzmann Gesellschaft - Institute of Fundamental and Human Rights
Contract type	Service contract
Expected conclusion of the contract	November 2026
Expected date of delivery of final deliverables	21 January 2027
Max. budget	€ 15,000.00

1. BACKGROUND

The objective of the project is to strengthen the rule of law in the Republic of North Macedonia. The project is designed to support the relevant institutions working in the fields of justice, law enforcement, fight against corruption and promotion and protection of fundamental and human rights to improve their capacities, effectiveness, and impact. The project is divided into four specific objectives, which have interlinkages. The specific objectives reflect the priorities of the call and make the objectives more concrete and allow for a more specific structure of results and activities.

- Specific objective 1: Improve the capacities of justice institutions to deliver justice in transparent and accountable manner
- Specific objective 2: Strengthen the capacities to effectively implement modern investigation techniques in fighting organised crime.
- Specific objective 3: Improve the prevention and fight against corruption.
- Specific objective 4: Enhance the protection of fundamental rights and strengthen the uptake of alternative means to detention.

Supported and funded by the European Union and delivered in partnership with regional justice and rule of law institutions, the project aims to strengthen the rule of law through targeted capacity development, enhanced institutional cooperation, and improved accountability and transparency across the justice, law enforcement, anti-corruption, and human rights sectors. The project has been implemented in North Macedonia from May 2023 to February 2027 (45 months), with a total budget of 10.25 million euros.

2. PURPOSE OF THE EVALUATION

The Ludwig Boltzmann Gesellschaft – Institute of Fundamental and Human Rights (LBI-GMR), as the contracting authority, is seeking proposals from qualified service providers to **conduct an independent end-term impact evaluation** of the project. The evaluation shall build on the extensive monitoring data and qualitative evidence already collected by the project, complemented by additional data collection where necessary. The contractor shall be responsible for independently analysing and triangulating the available evidence, assessing the project's contribution to observed changes, and producing the final impact evaluation report.

The overall goal of the assignment is to assess the project's performance in terms of **effectiveness and impact**, with a specific focus on the project's **contribution to individual, institutional and systemic/structural changes**. The evaluation will thereby inform the project's impact indicator, which measures the project's contribution to the conditions and requirements for the rule of law, based on (institutional) perception focused on the level of efficiency and quality, predominantly through qualitative analysis.

Its aim is to provide the donor, implementing partners and beneficiaries with an **impartial examination** of the project's impact, clearly articulating the project's **added value, its key successes** and how it contributed to institutional or systemic change. Although long-term outcomes are difficult to evaluate shortly after completion, the evaluation is expected to capture the project's emerging outcomes as evidence of its contribution towards its long-term aims.

The evaluation should also generate clear, evidence-based insights and illustrative examples of change that can be used to communicate the project's contribution and results to wider audiences, including institutional stakeholders, policymakers and the public.

The evaluation should be rigorous, impartial and accessible, and should reflect the perspectives of a diverse range of institutional beneficiaries, including justice sector bodies, law enforcement agencies, anti-corruption institutions and human rights entities.

3. EVALUATION CRITERIA

The evaluation shall assess the project against two main criteria:

1. **Effectiveness** (to what extent has the intervention achieved its objectives?)
    - Assess the extent to which the intervention has achieved its overall objective.
    - Identify factors that facilitated or hindered the achievement of results.
2. **Contribution to change** (what difference has the intervention made?)
    - Determine what difference the intervention has made at individual, institutional and structural levels.
    - Analyse observed changes that can be credibly linked to the project.
    - Assess unintended positive or negative effects, if any.

The evaluation should also: provide evidence-based examples of significant **changes at individual, institutional and systemic levels**, explaining how these changes occurred and the project's plausible contribution; examine whether changes have been taken up or embedded in

institutional practices and whether there are indications of sustainability; and distinguish between verified results, stakeholder perceptions, emerging outcomes and longer-term changes that cannot yet be conclusively established.

On this basis, the contractor shall provide a balanced yet forward-looking judgement on the project's overall effectiveness and impact, supported by **robust evidence and analysis**.

4. EVALUATION APPROACH AND METHODOLOGY

Theory-driven evaluation with Contribution Analysis

The evaluation shall follow a theory-driven approach integrating Contribution Analysis, to determine how and to what extent the intervention has influenced the observed outcomes. The project logframe guides the theory-driven evaluation, while data collection, analysis and reporting are shaped by Contribution Analysis.

The contractor is expected to test the logframe, i.e. to clarify whether the hypothesised pathway from the intervention to the outcomes – including assumptions and risks – was implemented in line with the plan, and to strengthen the contribution story by refining the narrative of how the intervention contributed to the outcomes and addressing any gaps and weaknesses.

Data and support provided by the project

The project's intervention logic comprises 19 outcome indicators and 20 output indicators, which have been monitored throughout implementation. For the impact indicator, the intervention logic lists the following (non-exhaustive) sources of information: an impact questionnaire on the perception of the project's contribution, the evaluation of the project monitoring, and externally available data (barometers, surveys, etc.).

The project will provide the contractor with:

- access to the project's written outputs and to the monitoring tool for the outcome and output indicators;
- the transcripts of interviews conducted by the project's Impact Monitoring Officer with main stakeholders on their perception of the project's contribution at the individual, institutional and structural levels; and
- continuous support from the project's Impact Monitoring Officer, who will facilitate access to relevant information and ensure coordination throughout the evaluation.

Data collection by the contractor

The contractor will collect data from stakeholders using questionnaires, support the analysis of the focus groups/interviews, and combine the results with the data provided by the project in order to formulate the evaluative judgement and the end-term evaluation report.

5. DELIVERABLES AND TIMEFRAME

The contractor shall provide the following deliverables:

1. Concept note, including work plan and methodology
2. Draft questionnaire(s) and/or other proposals for data collection
3. Draft data analysis, incorporating the data provided by the project
4. Draft evaluation report, based on the approach and criteria described above
5. Final evaluation report, including a judgement suitable for inclusion in the project's logical framework (OPSYS) to inform the impact indicator
6. Executive summary of the evaluation report (max. 15 pages) and presentation of the evaluation

Deliverables 1–4 will each be discussed in a feedback meeting with project staff and refined by the contractor accordingly.

Structure and presentation of deliverable 4: The contractor shall **propose a suitable structure and presentation format** for the final evaluation report, taking into account its dual purpose of providing a rigorous, evidence-based assessment of the project's effectiveness and contribution to change, and communicating its results and added value to a diverse audience.

The report should present the findings in a **clear, accessible and engaging narrative**, supported where appropriate by **well-designed graphics, visualisations of key findings, concise case studies and illustrative stakeholder stories**. It should highlight concrete examples of change at individual, institutional and systemic levels and explain how the project plausibly contributed to these changes. The proposed format should facilitate the communication and wider dissemination of the project's achievements while maintaining the independence, analytical rigour and balanced perspective of the evaluation.

The contractor shall submit a proposed report structure as part of the concept note. The final report and its visual elements shall be delivered in **editable formats suitable for further use** by the contracting authority, including in presentations and communication materials, subject to the agreed use of stakeholder information and applicable consent and confidentiality requirements.

All correspondence, documentation and deliverables shall be in English. Reports and presentations must use terminology that is understandable to both the donor and institutional beneficiaries.

The proposal shall include a suitable timeframe covering, as a minimum, the following stages:

No	Stage	Timeline
1	Concept note and draft data collection tools submitted for approval	TBD
2	Final concept note and data collection tools	TBD
3	Field data collection	Between 30 November and 18 December 2026
4	Draft evaluation report submitted for review	11 January 2027
5	Final evaluation report and executive summary	21 January 2027

6. TARGET AUDIENCE

The primary audience for the evaluation report includes the donor, the implementing partners and a broad range of institutional beneficiaries.

Donor

- European Union

Implementing partners

- Ludwig Boltzmann Gesellschaft – Institute of Fundamental and Human Rights (LBI-GMR)
- Ministry of Interior of the Republic of Slovenia (MoI)
- Ministry of Justice, Public Administration and Digital Transformation of the Republic of Croatia (MoJPADT)
- Center for International Legal Cooperation (CILC)

Institutional beneficiaries

Judicial Council, Council of Public Prosecutors, Ministry of Justice, Parliament, ICT Council for the Judiciary, Supreme Court, Chief Public Prosecutor, Public Prosecution Offices (both instances), Organised Crime Prosecution Office, Academy for Judges and Public Prosecutors, Bar Association, judges, prosecutors, advocates; Ministry of Interior (MoI), Department for Suppression of Organised and Serious Crime and Criminal Police Department, Financial Police Office, Customs Administration; Financial Intelligence Unit; Agency for Management of Confiscated Property, Asset Recovery Office; State Commission for Prevention of Corruption; State Audit Office, Public Procurement Bureau, , Agency for Protection of the Right to Free Access to Public Information and Agency for Personal Data Protection; Ombudsman Office, Commission for Prevention and Protection against Discrimination, Ministry of Social Policy, Demography and Youth), Directorate for the Execution of Sanctions; National Coordination Body for Protection of Children from Abuse, Violence, and Neglect, and the Training Centre at the MoI.

Project management

The contracting authority is the Ludwig Boltzmann Gesellschaft – Institute of Fundamental and Human Rights, Vienna, Austria. The service will be supervised by the Team Leader and the programme managers, and facilitated and supported by the project's Impact Monitoring Officer.

Working language

The working language of the project is English; however, communication with beneficiaries is often conducted in Macedonian. The project will provide translation support if needed. The expected extent of this need shall be described in the offer.

Location

The activity can be carried out remotely. However, the evaluator will be required to travel to North Macedonia for a period defined in the offer in order to conduct in-person meetings, interviews and other key evaluation activities.

8. CONTRACTUAL CONDITIONS

Payment conditions

Payments will follow the conditions set out in the grant contract: 30% of the remuneration will be paid upon agreement on the concept note and the remaining 70% upon delivery of all deliverables listed in this call.

Taxes

The contract shall be exempt from all duties and taxes, including VAT.

Equipment

No equipment is to be purchased on behalf of the contracting authority as part of this service contract or transferred to the contracting authority at the end of this contract. Any equipment related to this contract which is to be acquired by the contracting authority must be purchased by means of a separate supply tender procedure.

Visibility

The contractor must observe the latest Communication and Visibility Manual for EU External Actions concerning the acknowledgement of EU financing of the project. In addition, all materials produced must contain the project's logo and full name.

Visibility elements (logos, project title and acknowledgements) will be provided by the contracting authority. The contractor must apply them as instructed and provide proof for verification prior to production. All materials shall be handed over to the contracting authority in formats that allow their further use.

9. REQUIREMENTS

The contractor must demonstrate:

- a proven record of working with EU(-funded) projects in a role involving activities similar to those required under this call;
- excellent knowledge of both quantitative and qualitative evaluation methods;
- the ability to assess a large amount of data and to draw concise conclusions from it;
- experience in working with a theory of change approach and in defending evaluative judgements based on it;
- the ability to write reports that are clear and understandable to a broad and diverse audience;
- experience in presenting complex findings through clear narrative, graphics and visualisations, while maintaining analytical rigour and accurately communicating the strength and limitations of the available evidence.

10. HOW TO APPLY

Interested candidates should submit:

- a brief description of the firm/institution and its qualifications;
- a proposal, including methodology, work plan, timeframe and budget;
- examples of previous related work;
- proposed personnel, including CVs.

Offers should be submitted to agnes.taibl@univie.ac.at no later than **6 November 2026**, with the subject line **"Impact Evaluation ROLAW"**. The selection process will be finalised by **20 November 2026**.

11. SELECTION CRITERIA

Offers will be assessed on the following basis:

- 70% quality of the proposal
- 30% financial offer