

## **Terms of References Az. . 2026\_0061\_EVA3\_25\_FEM\_EPOLITIK** **Evaluation of Germany's Feminist Development Policy**

### **Evaluation of Germany's Feminist Development Policy**

Date: 15.04.2026

**Requested task: "Consultant team with expertise in evaluation of interventions with gender- and human rights-related goals for a country case study in Windhoek, Namibia"**

**For the period from: 01.07.2026 until 31.03.2028**

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### **About DEval**

The German Institute for Development Evaluation (DEval) is based in Bonn, Germany. The institute is organized as a German non-profit institution with limited liability (German Limited Liability Companies Act, GmbH). Its sole shareholder is the German Federal Government, represented by the Federal Ministry for Economic Cooperation and Development (BMZ).

The main task of DEval is the independent analysis and assessment (evaluation) of German development cooperation interventions. Additional tasks include the development of appropriate methods and standards, providing qualification measures, as well as supporting evaluation capacity building in the partner countries for German development cooperation. The institute thereby engages in various national and international forms of cooperation.

# 1 About the evaluation

## 1.1 Background

The “Evaluation of Feminist Development Policy” is part of DEval's Multi-Year Evaluation Programme (MEP) for 2025-2027.

In Germany, feminist development policy was one of the key priorities of the 20th legislative period (2021-2025) and is continued in the 21st legislative period (2025-2029). The strategy for feminist development policy published by the BMZ in 2023 defines four areas of action. Area of action 1 strengthens the "3Rs" (rights, resources, representation) by dismantling discriminatory laws, ensuring equal resource access, and promoting equal participation in decision-making. The second action area embeds feminist approaches in projects through increased gender equality funding and strengthened gender-transformative, intersectional, and participatory approaches. Expanding international alliances forms the core of action area 3, encompassing partner government relations, multilateral engagement, and agenda setting. Finally, organizational processes within BMZ are addressed in action area 4, including building internal competencies, diversity and gender equality in the ministry, as well as civil society cooperation.

Due to the comprehensive nature of the strategy, a focus on selected areas and objectives is necessary. The evaluation will therefore focus, among other things, on the quantitative and qualitative implementation of feminist approaches and goals in the portfolio, as well as on the international level (regarding partner countries and the multilateral sphere).

**This tender concerns a country-case study of the evaluation.** For this purpose, action areas 1, 2, and 3 are of particular interest. Relevant actors in the action areas 1 and 2 are governmental, as well as non-governmental actors like civil society organizations. On the one hand, national/partner stakeholders (e.g. political decision-makers, representatives of relevant ministries) and German stakeholders (e.g. development cooperation officers, project managers) in the country's context are of interest for the case study. On the other hand, there is a particular focus on civil society organizations (esp. local civil society organizations, self-advocacy-organizations representing and concerned with women, children and other marginalized persons).

## 1.2 Purpose and objectives of the evaluation

Among other things, the main purpose of evaluation is to stimulate learning, for example regarding embedding the feminist approach in projects and programs and strengthening gender-transformative and intersectional approaches. In addition, the evaluation aims at promoting transparency and accountability regarding the implementation of the feminist development policy strategy. Furthermore, it aims to contribute to the evidence base and provide learning opportunities for the implementation of feminist development policy approaches (human rights-based, intersectional, postcolonial and anti-racist, gender-transformative).

## 1.3 Object of the evaluation

The object of the evaluation is the German feminist development policy, which was declared in 2023. The strategy includes four action areas as well as corresponding projects, programs and other

contributions within Germany's development cooperation. Thus, the evaluation will mostly focus on the time between 2023 and 2026.

The evaluation will focus on the [OECD DAC-criteria](#) relevance, effectiveness, and coherence. The results of the case studies are used to answer the evaluation questions assigned to the three criteria.

#### 1.4 Key questions of the evaluation

The evaluation intends to answer the following evaluation questions. In the context of the case studies, only questions **1,2,3,4 and 7** will be addressed.

##### Relevance:

1. **How relevant is the strategy of feminist development policy against the backdrop of the current normative and (inter)national political situation?**
2. **To what extent do the strategy's objectives and action areas correspond to the demands and needs of duty bearers (partners) and rights holders (especially marginalized and intersectionally discriminated groups and individuals)?**
3. **To what extent does the design of the strategy appear appropriate and feasible (in technical, financial, cultural and scientific terms)?**

##### Coherence:

4. **To what extent do synergies and/or contradictions exist between the policies and measures of German development cooperation and those of its partners (countries, multilateral organizations)?**

##### Efficiency:

5. How are the inputs (financial resources) distributed in the portfolio before and after the publication of the FEP strategy?

##### Effectiveness:

6. To what extent are the quantitative goals of feminist development policy being achieved at portfolio level?
7. **To what extent are the qualitative goals of feminist development policy being achieved at portfolio level?**
8. To what extent are the principles and goals of feminist development policy being successfully introduced and established at multilateral level?

##### Sustainability:

9. To what extent have the conditions been created for the sustainability of feminist development policy?

Evaluation questions may undergo further adjustments.

#### 1.5 Design and methodological approach of the evaluation

The evaluation will use a program theory approach. A program theory defines the intended outcomes as well as activities of one or more interventions and their mechanisms to reach said outcomes. It thus provides the theoretical framework for analysis and evaluation.

The evaluation combines a variety of methods (case studies, analyses of documents, secondary and portfolio data, context, vulnerabilities, etc.). Within the evaluation, comparative case studies will be carried out in 3 countries: Mexico, India and Namibia. This tender refers to the methodological approach of case studies in Namibia.

Within these case studies, the evaluation will analyse the relevance, effectiveness and coherence of German development cooperation regarding the (action areas of) feminist development strategy.

Qualitative methods form the centre of data collection and analysis methods. This includes mainly semi-structured interviews and focus group discussions. Supplementary other methods, such as the

analysis of existing data might be possible as well, depending on the specific context. The expertise of the consultant team will be paramount for the selection of specific data collection methods as well as the development of data collection guidelines.

Interviews and discussions may include participatory methods. The data collection tools will be developed by the DEval team and the case study teams. The evaluation seeks to adapt its data collection tools to the specificities of the interview topics and the country contexts.

The evaluation also follows a human rights-based evaluation approach. This means that the human rights principles of participation and equal opportunities, non-discrimination and empowerment, and transparency and accountability should be implemented in all phases of the evaluation (in terms of content and process). Due to the particular importance in relation to the evaluation object, intersectionality will be considered in all phases of the evaluation. These principles play a major role for the case study design.

- To realize a human rights-based approach to evaluation, case studies that collect data of civil society organizations and self-advocacy-organizations representing marginalized groups require careful preparation. This concerns identifying all potentially relevant groups and organizations via an analytic procedure (in form of a stakeholder mapping and context- and vulnerability analysis).
- During data collection, methods and approaches suitable to allow all identified stakeholders to express their views are to be applied. The methods will be selected in collaboration with the DEval team. The consultants are expected to make a proposal in this regard.
- The process of case studies in a human rights-based evaluation will depend on the possibility for feedback loops (e.g. interpretation workshops). Especially a feedback loop with those civil society organizations and self-advocacy-organizations of rights holders who contributed to the evaluation as informants is necessary and allows for reflecting and analysing the results together.

## **1.6 Time frame of the evaluation**

The evaluation that the team of consultants will participate in has the following schedule:

- October 2025 – March 2026: inception phase
- April 2026 – August 2026: development of a case study design and methodology
- July 2026 – August 2026: development of data collection plan and data collection instruments with regard to the specific context, beginning of data collection, briefings
- September 2026 – November 2026: data collection in country case studies (in Namibia: October)
- October 2026 – November 2026: data analysis of country case studies by the team of consultants, being available for potential meetings to discuss case study results (in Namibia: October 2026 – November 2026)
- December 2026 – February 2027: feedback and finalization of the report; being available for potential queries of the DEval team regarding data collection or final report, participation in development of conclusions of case study-findings (in Namibia: December 2026 – February 2027)
- February 2026 – September 2027: reporting and publication of the evaluation report by the DEval team

## 2 Object of the contract

### 2.1 Overall objective of the contract

We are looking for a **team of consultants with expertise in:**

1. evaluation, mainly qualitative data collection and data analysis,
2. working with a variety of stakeholders (such as womens rights organizations, women-led organizations, local civil society organizations)
3. conducting program/project evaluations using human rights-based and/or gender/feminist approaches to evaluation,
4. data collection methods aligned with human rights-based approaches to evaluation,
5. gender/feminist approaches to development.

The team of consultants should consist of **2 team members:**

**One team leader:** Senior Evaluator with work experience in conducting data collection and data analysis, as well as work experience with human rights-based and/or gender/feminist approaches.

**Young Emerging Evaluator (YEE)<sup>1</sup>:** Evaluator with first work experience in conducting data collection and data analysis, as well as profound knowledge on human rights-based and/or gender/feminist approaches.

The team as a whole must have at least parity in gender representation and must incorporate one YEE and one Team leader.

The overall responsibility for this assignment, as well as the supervision/guidance of the YEE lies with the team leader. The team leader ensures that the required tasks and services of the overall assignment are performed on time and in compliance with the agreed budget.

The team of consultants is said to support DEval's evaluation team in planning, preparation, implementation and analysis of qualitative interviews with representatives of local civil society organizations, self-advocacy-organizations representing and concerned with women, children and other marginalized groups, representatives of German development cooperation and stakeholders on the partner side.

The team of consultants will closely collaborate with DEval's evaluation team in Bonn, Germany. The case study will be led by one member of DEval's evaluation team. The team of consultants and the member(s) of DEval's evaluation team will collaboratively prepare and conduct interviews and analyze the data. This comprises inter alia the collaborative development of the country case studies' data collection instruments, jointly conducting interviews in-person on site or virtually as well as collaborating in the analysis of interviews. DEval's evaluation team will most probably travel to Namibia once in October 2026.

### 2.2 Specification of the requested tasks

In the context of this tender, the sought team of consultants will support the evaluation with its professional, methodological, and analytical expertise. **The team of consultants shall perform the following tasks:**

#### **A.) Preparation of the data collection:**

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<sup>1</sup> A YEE is an evaluator under the age of 35 years or an evaluator who has less than 5 years of professional experience (see [Mission & Strategy – EvalYouth](#) for more information).

- Supporting the consolidation and broadening of a **human rights-based context analysis** including an **assessment of vulnerability, discrimination and intersectionality** for the case study, as well as a **stakeholder-mapping**.
  - DEval's evaluation team will provide a draft of a human rights-based context and vulnerability analysis for Namibia. The team of consultants should revise the analysis, integrate country-specific information (including sources, e.g. documents) and finalize the assessment.
  - The team of consultants will add a stakeholder-mapping to the human rights-based context analysis. For this mapping, the DEval team will provide a draft. The team of consultants will identify relevant organizations regarding the subject of the evaluation, considering the context and vulnerability analysis. The objective is to identify governmental and non-governmental actors that should be considered in data collection. Here, challenges relating to the participation of the various stakeholders, as well as solutions, should also be considered and identified. If applicable, the stakeholder mapping should identify power-dynamics which shape the relationships and cooperation between the stakeholders.
- Collaboratively developing the **data collection strategy** and **interview guidelines** together with DEval evaluation team. This entails:
  - The participation in **7 half-day online workshops** of the complete consultant team together with the DEval team to kick-off the collaboration (Workshop 1), collaboratively develop and adapt the case study design (Workshop 2), discuss the data collection methods (Workshop 3) as well as data collection instruments and guidelines (Workshop 4), discuss results (Workshop 6) and specific dissemination products (Workshop 7). The DEval team will structure and moderate the workshops. The consultant team will be asked to prepare inputs for the workshop regarding the methodological approach as well as regarding logistical challenges.
  - The documentation of the data collection strategy in a short summary (in English, max. 2-3 pages).
  - The documentation of the data collection instruments in form of interview guidelines, guiding questions for focus group discussion or workshop concepts (in respective word documents).
  - Participating in and organizing a full-day on-site workshop (Workshop 5) prior to data collection, in which the team of consultants and the DEval team will make final adjustments regarding interview plans, data collection tools and interviews, etc.
- Conceptual preparation of the country case study. This entails:
  - The identification and selection of interview partners for single interviews or focus group discussions (based on the stakeholder-mapping). Besides interviews with project managers, development cooperation officers and partners, interviews or group discussions with representatives of local civil society organizations, self-advocacy-organizations representing and concerned with women, children and other marginalized groups, are especially important for the case study.
  - The development of an interview plan, in close collaboration with the DEval team (in an Excel-table following a template commonly developed in advance). This also encompasses developing a timetable as well as scheduling interviews with interview partners.

**B.) Logistical preparation of and support to data collection:**

- Supporting the logistical preparations regarding interviews and group discussions. This entails:
  - The logistical preparation of interviews and group discussions. This may in some cases entail organizing and booking secure locations for data collection, where interview partners can feel safe and free to talk.

- Logistical preparation for safe transport, in case travel outside the capital becomes necessary.
- Preparation and implementation of all relevant steps in the ethical approval process, if required for case studies.

**C.) Data collection and documentation:**

- Conducting data collection. This entails:
  - Conducting interviews and group discussions for the case study in Namibia (in total approximately 30 interviews and discussions). Most interviews and discussions are conducted in person (if logistically possible) and together with the DEval evaluation team (if appropriate and logistically possible).
- Documentation of all data collection. This entails:
  - Conducting audio recordings of every interview or focus group discussion (provided that consent has been given).
  - Providing English transcripts of audio recordings of interviews and focus group discussions. If interviews were conducted in a local language, interviews transcripts have to be translated into English.

The transcription of the interviews must be conducted parallel with data collection. In the event that we are unable to provide a technical solution for high-quality, rapid transcription at the time of the case studies, the team of consultants will arrange transcription (and translation, if required) of interview recordings through a subcontract. The consultant should then independently supervise the transcription process (communication, payment, etc.). The budget allocated for this purpose has to be indicated in the price-sheet.

  - A short reflectional summary of every interview or focus group discussion (max. 0,5 page per interview/group discussion), based on a commonly developed framework.
  - Documentation of additional data collection methods, depending on jointly developed methodology for case studies.

**D.) Data analysis, case study report and dissemination of results:**

- Qualitative analysis of all interviews, focus group discussions, documents as well as documentation of analysis and synthesis for every evaluation question (in an Excel-table following a template commonly developed in advance). This entails a half-day virtual workshop with the DEval team to develop a common understanding of the findings and their interpretation (Workshop 6).
- Preparation and implementation of interpretation session (e.g. a sense making session) with representatives of local civil society organizations, self-advocacy-organizations representing and concerned with women, children and other marginalized groups. This entails the logistical preparation of the session and includes the identification of potentially relevant representatives as well as the organization of the meeting. The exact form of the session and their participants will build on the stakeholder analysis and be jointly decided on by the consultant team and the DEval team.
- Preparation and implementation of de-briefing meetings at the beginning and at the end of mission. This entails the logistical preparation of and the participation in de-briefing meetings with representatives of German development cooperation incl. all documentation of the meetings.
- Participation in the dissemination of evaluation results. This entails supporting the development of a case study- or actor-specific (e.g. civil society organizations) evaluation product, in which results of the evaluation are presented in a target group specific way. Participation of at least one team member of the consultants team is necessary in a half-day virtual workshop (Workshop 7) with the DEval team and potentially other actors. This is followed by commenting on the specific product.

**E.) Communication and collaboration with DEval team:**

- Kick-off and onboarding: This entails the participation of the complete consultant team in a kick-off-workshop (Workshop 1) for a general onboarding into the evaluation and the organization of the collaboration between consultants team and Deval team.
- Workshops to adapt and finalize the specific case study design, analyze and disseminate results: This entails 3 half-day virtual workshops (Workshop 2 - 4) with the complete consultant team and the DEval team to prepare the overall case study design, assess and disseminate results (see A).
- On site in-person workshop with the DEval team in Namibia: This entails the participation of the complete consultant team and the DEval team to discuss final adjustments and arrangements prior to data collection (Workshop 5).
- Regular exchange: This entails the regular, virtual weekly exchange (jour fixe) between at least one team member of the consultant team with one member of the DEval team, incl. preparation and documentation (e.g. in form of PowerPoint presentations or short briefing notes). The exchanges will take about 30-45 minutes.

## **2.3 Deliverables and workshops**

The written deliverables are described in detail in the specification of the requested tasks above (2.2). All written deliverables are to be submitted in English. The written deliverables are:

**A.)**

- Consolidated and finalized human rights-based context analysis, incl. vulnerability assessment and stakeholder mapping
- Documentation of data collection strategy
- Documentation of data collection instruments (e.g. interview guidelines, guiding questions for focus group discussion and workshop concepts)
- Interview plan including timetable

**B.)**

- Preparation of documents for ethical approval, if necessary.

**C.)**

- Documentation of data collection (audio recordings, transcripts, reflectional summaries for all interviews)

**D.)**

- Documentation of the analysis of all interviews, focus group discussions and interpretation workshop (reflectional summaries and excel document; contains main results of all interviews and focus group discussions)
- Synthesis of case study results (excel document; contains synthesis of the comprehensive case study results)

**E.)**

- Inputs for and documentation of Workshop 2-6, preparation on-site workshop (Workshop 5), documentation of regular meetings

The workshops are also described in detail in the specification of the requested tasks above (2.2). There is a total of 6 half-day virtual workshops and one workshop on-site. The (virtual) workshops will be in English.

The workshops are:



- Workshop 1: Kick-off Workshop at the beginning of the collaboration (virtual)
- Workshop 2: Case study design (virtual)
- Workshop 3: Data collection methods (virtual)
- Workshop 4: Development and adaptation of interview guidelines, etc. (virtual)
- Workshop 5: Workshop prior to data collection (On-site in Namibia/Windhoek)
- Workshop 6: Data analysis and synthesis (virtual)
- Workshop 7: Dissemination Products (virtual)

## **2.4 Responsibilities between contractor and customer**

DEval is responsible for managing and implementing the evaluation of Germany's feminist development policy. This includes the management of the described tasks of the contract. DEval's evaluation team is responsible for assuring the quality of the evaluation and for coordinating the consultants' work. The consultants' tasks will be closely coordinated with the work of the DEval evaluation team.

The overall responsibility for this assignment lies with the team leader. The team leader ensures that the required tasks and services of the overall assignment are performed on time and in compliance with the agreed budget (see 2.1).

The contract shall be concluded between the team leader (contractor) and DEval (customer). The team leader is responsible for the overall successful execution of the contract and is the main point of contact for DEval. If the YEE resigns the team leader must inform the DEval team and ensure a replacement. The replacement has to be approved by DEval.

### 3 Volume of work and timeframe

The duration of the services to be performed shall be from 01.07.2026-30.03.2028,. The total volume of working days to be allocated between the team leader and the YEE will consist of up to 57 working days. DEval is not obligated to utilise any services.

|     | DELIVERABLES / TASKS  | UP TO DAYS  | TENTATIVE DATES          |
|-----|---|-------------|--------------------------|
|     | <b>A. Preparation of data collection</b>  |             |                          |
| 1.  | Conducting and finalizing the human rights-based context analysis (incl. vulnerability assessment & stakeholder mapping)                                    | 4           | July 2026                |
| 2.  | Collaboratively developing the data collection strategy and interviews guidelines together with DEval evaluation team (incl. preparation and documentation) | 4           | July – August 2026       |
| 3.  | Conceptual preparation of the country case study (identification of interview partners, interview plans, etc.)  | 3           | July – August 2026       |
|     | <b>A. Total up to</b>   | <b>11</b>   |                          |
|     | <b>B. Logistical preparation of and support to data collection</b>  |             |                          |
| 4.  | Logistical preparation of and support to data collection  | 3           | September – October 2026 |
|     | <b>B. Total up to</b>   | <b>3</b>    |                          |
|     | <b>C. Data collection and documentation</b>   |             |                          |
| 5.  | Conducting data collection incl. documentation  | 15          | October 2026             |
| 6.  | Transcription of interviews   | 0           | October – November 2026  |
|     | <b>C. Total up to</b>   | <b>15</b>   |                          |
|     | <b>D. Data analysis, case study report and dissemination of results</b>   |             |                          |
| 7.  | Analysis of interviews and group discussions as well as additional methods and documentation of analysis  | 10          | October - November 2026  |
| 8.  | Preparation and implementation of an interpretation workshop with representatives of civil society organizations  | 1           | October - November 2026  |
| 9.  | Participation in the dissemination of evaluation results for local civil society organizations  | 3,5         | August 2027 – March 2028 |
|     | <b>D. Total up to</b>   | <b>14,5</b> |                          |
|     | <b>E. Communication with DEval team</b>   |             |                          |
| 10. | Kick-off and onboarding: ½ day virtual workshop with DEval team and consultation of documents provided  | 3           | July 2026                |
| 11. | Workshop 2: ½ day virtual workshop with DEval team on case study design   | 1           | July 2026                |
| 12. | Workshop 3: ½ day virtual workshop with DEval team on data collection methods   | 1           | July – August 2026       |
| 13. | Workshop 4: ½ day virtual workshop with DEval team on development and adaption of interview guidelines, etc.  | 1           | July - August 2026       |
| 14. | Workshop 6: ½ day virtual workshop with DEval team on data analysis and synthesis   | 1           | October – November 2026  |
| 15. | Workshop 7: ½ day virtual workshop with DEval team on dissemination products (virtual)  | 0,5         | January – August 2027    |

|  |   |             |                      |
|--|---|-------------|----------------------|
| 16.  | Workshop (5) prior to data collection (full-day on-site in Namibia/Windhoek)  | 2           | October 2026         |
| 17.  | Regular exchange with DEval team (jour fixe) virtually on a weekly basis, incl. preparation and documentation                       | 3           | July – November 2026 |
| 18.  | Preparation and implementation of briefing and debriefing meetings at the beginning and the end of the mission, incl. documentation | 1           | October 2026         |
| <b>E. Total up to</b>                            |   | <b>13,5</b> |                      |
|  |   |             |                      |
| <b>TOTAL OF WORKING DAYS (from 1.-18.) UP TO</b> |   | <b>57</b>   |                      |

