

Terms of Reference

For a Bhutan-based Co-Evaluator supporting the final evaluation of the EU-funded project “Building Inclusive Democracy: Civil Society, Parliamentarians, Media, and Youth Strengthen Good Governance in Bhutan”

Position:	Co-Evaluator (Bhutan-based)
Type of contract:	Short-term consultancy
Project name:	Building Inclusive Democracy: Civil Society, Parliamentarians, Media, and Youth Strengthen Good Governance in Bhutan
Location:	Bhutan and remote
Type of work:	In-country with remote coordination
Assignment period:	November 2026 – January 2027 (evaluation activities starting in November, submission of final report in January)
Languages required:	English and Dzongkha
Date of publication:	24 September 2026
Deadline for application:	12 October 2026

DW Akademie and its partner **Bhutan Centre for Media and Democracy (BCMD)** are calling for proposals from consulting firms/individuals for the final evaluation of the EU-funded action “Building Inclusive Democracy: Civil Society, Parliamentarians, Media, and Youth Strengthen Good Governance in Bhutan”.

The evaluation will be conducted by a Lead Evaluator identified by the consortium. The Bhutan-based Co-Evaluator contracted through this call will contribute local contextual knowledge, support stakeholder coordination and data collection in Bhutan, facilitate communication where appropriate, and provide feedback on the analysis and findings. Overall responsibility for the evaluation design, methodological rigor, analysis, conclusions, recommendations, and final report lies with the Lead Evaluator.

I Background

DW Akademie is Deutsche Welle's center for international media development, journalism training and knowledge transfer. Our projects strengthen the human right to

freedom of expression and unhindered access to information. DW Akademie empowers people worldwide to make independent decisions based on reliable facts and constructive dialogue. DW Akademie is a strategic partner of the German Federal Ministry for Economic Cooperation and Development (BMZ). We also receive funding from the Federal Foreign Office and the European Union and are active in around 70 countries. <https://akademie.dw.com/en>

Bhutan Centre for Media and Democracy (BCMD) is one of the first registered Civil Society Organizations in Bhutan which works with a cross-section of society on issues that concern youth, environment, society, governance and education, using media as a *modus operandi*.

Together, the consortium implements the project “Building Inclusive Democracy: Civil Society, Parliamentarians, Media, and Youth Strengthen Good Governance in Bhutan” to strengthen the capacities of CSOs, policy makers, the media and youth to actively contribute to democratic processes and dialogue in the country. The three-year program is financed by the European Union under its External Actions and runs from February 2024 to January 2027.

As the project approaches completion, an independent final evaluation will be conducted between November 2026 and January 2027. The evaluation will assess project achievements, lessons learned, and the sustainability of project results, following selected OECD-DAC evaluation criteria. The evaluation will be carried out by a tandem of an international lead evaluator together with a local co-evaluator based in Bhutan.

II Objectives of the assignment

The objective of this assignment is to support the lead evaluator in planning, conducting, and documenting the final evaluation. The co-evaluator will contribute local expertise, facilitate stakeholder engagement, support data collection activities, provide translation and interpretation where needed, and contribute to contextualizing findings and recommendations.

The assignment aims to ensure that the evaluation accurately reflects the perspectives of project stakeholders and is grounded in the Bhutanese socio-political, media, and civil society context.

The evaluation will focus on the six OECD-DAC evaluation criteria:

- **Relevance:** Is the intervention doing the right things? To what extent does the intervention respond to the needs and priorities of its target groups?
- **Coherence:** How well does the intervention fit? How consistent is the intervention with other actors' interventions (harmonization, coordination, complementarity)?
- **Effectiveness:** To what extent has the project achieved its objective and planned outputs according to the logical framework? Which factors enabled or hindered achievement of results? How effective were project adaptations in response to changing circumstances?

- **Efficiency:** Have project results been delivered within the budget and time frame? How efficient was the management support? How efficient was the use of instruments?
- **Impact:** What evidence can be found that the project contributed to higher-level development effects (e.g. structural changes, changes of attitudes or capacities in the beneficiaries, ...)? Have there been any unintended positive or negative effects?
- **Sustainability:** To what extent are the results likely to be sustained after the end of project funding?

Some of the criteria shall be given greater consideration than in others. The priorities will be discussed in a joint kick-off meeting.

The evaluation should leverage the complementary strengths of both evaluators: The Lead Evaluator ensures methodological rigor, while the Co-Evaluator provides local context, stakeholder access, and interpretation of findings.

III Scope of work

Working under the guidance of the lead evaluator and in coordination with DW Akademie and BCMD, the co-evaluator will:

- Participation in virtual kick-off-meeting.
- Support the inception phase through contextual briefings.
- Assist in refining data collection tools and methodologies.
- Support in arranging interviews, focus group discussions, and meetings with project stakeholders.
- Conduct selected stakeholder interviews and focus group discussions independently or jointly with the lead evaluator.
- Provide Dzongkha-English interpretation during interviews and discussions where required.
- Support translation of interview guides and questionnaires where necessary.
- Document interviews, focus groups, and other data collection activities.
- Support qualitative and quantitative data compilation and analysis.
- Contribute to validation of preliminary findings and recommendations.
- Review and provide comments on draft evaluation documents from a local perspective.
- Support the presentation of evaluation results and conclusions to the project team.

The co-evaluator will have access to all internal monitoring information and relevant project documents. Information obtained by the Contractual Partner in the course of this

Contract, including but not limited to contracts, documents, writings, notes, digital records, and oral communications concerning the affairs of DW and third parties, **may not be processed using general artificial intelligence**. This prohibition extends to the use of such information in aggregated or anonymized form if it can be traced back to the original data of DW or the respective third party.

IV Qualifications and Experience

- Bhutanese national or resident with excellent knowledge of the Bhutanese governance, civil society, and media landscape
- Proven experience in monitoring and evaluation (M&E) of development cooperation projects; experience in evaluating EU-funded projects is an asset.
- Demonstrated expertise in data collection and analysis (qualitative and quantitative).
- Excellent analytical and drafting skills.
- Fluency in Dzongkha and English.
- Knowledge of and experience in media development is desirable.
- Experience in inclusive governance is an asset.
- Experience conducting evaluations in South Asia is an advantage.
- Strong organizational, communication, and facilitation skills.
- Intercultural competence and experience working in diverse contexts.

V Expected Services

Working arrangements:

- Approx. 15 working days
- The co-evaluator will work closely with the lead evaluator and regularly collaborate with BCMD and DW Akademie project staff
- Travel within Bhutan may be required.

Deliverables

The co-evaluator will be responsible for delivering the following:

- Comments to the inception report outlining the evaluation framework, methodology, data collection tools and time plan.
- Interview notes, transcripts, summaries, and records of data collection activities, where requested by the lead evaluator.
- Contributions to data analysis and validation of findings.

- Written inputs and comments to the draft evaluation report.
- All deliverables shall be submitted in English unless otherwise agreed.

VI How to apply

Interested applicants should submit a proposal including the following:

- Curriculum Vitae (CV).
- Brief statement of interest and relevant experience.
- Examples of previous evaluation, research, or consultancy work (if available).
- Detailed budget (including daily rate in EUR).

Offers in English should be submitted in one pdf by 12 October 2026, via e-mail to dw-akademie.bhutan@dw.com.

VII Selection Criteria

Proposals will be assessed based on:

- Relevant evaluation, research or data collection experience
- Knowledge of Bhutan's governance, civil society, and media sector
- Communication and organizational skills
- Cost-effectiveness

VIII Payment

In return for the fulfilment by the provider of its obligations under the contract, Deutsche Welle/ DW Akademie undertakes to pay the provider the amount in EUR or USD as follows:

- 100% post-payment.
- Availability of a bank account that accepts money transfer in EUR or USD is mandatory.
- Deutsche Welle will pay after completion of all deliverables upon presentation of a final detailed invoice.