

CALL FOR PROPOSALS

Terms of Reference

EVALUATION SERVICES

for the project:

SHARED HORIZONS

component 2

The Contracting Authority:
European Association for Local Democracy- ALDA

1. THE ACTION TO BE EVALUATED AND STAKEHOLDERS INVOLVED

1.1. *About ALDA*

ALDA – European Association for Local Democracy, is a French-registered association dedicated to the promotion of good governance and citizen participation at the local level in the European Union, its neighbourhood and beyond.

ALDA is a key stakeholder in the field of local democracy, active citizenship, and cooperation between local authorities and civil society in Europe, its neighbourhood, and all around the World, mainly acting through participative methods and decentralized cooperation.

ALDA was established in 1999 at the initiative of the Council of Europe to coordinate and support the network of the Local Democracy Agencies (LDAs), which are self- sustainable, locally registered NGOs acting as promoters of good governance and local self-government, with which ALDA collaborates in many activities.

ALDA is a membership-based organization gathering over 300 members, including local authorities, associations of local authorities, and civil society organizations, coming from more than 54 countries in the enlarged Europe. As a core element, ALDA supports citizens and groups of citizens in their initiatives aimed at improving their local context, building bridges with local authorities to make the change real.

ALDA is a wide, consolidated network, made of 300 members from 54 countries, 16 Local Democracy Agencies (LDAs) and 2 Operational Partners (OPs).

The Association is led by a Governing Board elected every four years, composed of its members' representatives and engaged in fulfilling the mission, while daily operations are ensured by a staff made of 50 people working from 6 offices over Europe, from Strasbourg (FR), Brussels (BE), Vicenza (IT), to Skopje (MK), Chisinau (MD) and Tunis (TN).

1.2. *About the Shared Horizons Project*

Shared Horizons aims to strengthen collective memory and outline common future perspectives in Europe, with a focus on the Western Balkans. This project, structured around four pillars, promotes youth mobility through sports bootcamps, the rehabilitation of historical heritage, the fight against nationalist rhetoric, and the promotion of a positive European narrative. It also fosters idea exchanges on the future of Europe. By bringing together young people from diverse backgrounds, the project seeks to build a future rooted in reconciliation and cooperation

ALDA is managing the component 2 of the project which includes activities that promote intercultural dialogue through several cultural events, including youth exchanges and Open Days,

in order to encourage mutual understanding among different ethnic and cultural groups. Through the engagement of local traders and artisans, communities, and educational institutions, the project will fortify social bonds and establish sustainable networks for future cooperation.

By encouraging solidarity, communication, and a sense of shared cultural pride throughout the Western Balkans, the project ultimately aims to enhance young participation in cultural preservation, enhance access to heritage places and resources, and support long-term peacebuilding.

Component Information	
Project Name	Shared Horizons
Component Topic	Cultural Heritage
Global Objective	Contribute to peace and reconciliation in the Western Balkans by preserving and promoting common cultural heritage.
Specific Objectives	Contribute to peace and reconciliation in the Western Balkans by preserving and promoting common cultural heritage, strengthen the connection between past and present by digitalizing historical documents and photographs, promote intercultural and intercommunity dialogue by organizing at least 8 cultural events.
Project Geographical Location	Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia
Start Date	October 2024
End Date	June 2026
Main Contact Person Project Management	Viktorija Postolovska, Project Manager viktorija@aldaintranet.org

2. THE EVALUATION

2.1. *Rationale for evaluation*

The evaluation requested by the Shared Horizons project team and agreed upon with the Expertise France as donor of the project, aims to assess the effectiveness, efficiency impact and sustainability of the Shared Horizons project, component 2.

We expect the evaluation to assess the relevance and coherence of the project design and its alignment with the target group needs. It should also evaluate the effectiveness and efficiency of implementation strategies and activities. Additionally, the evaluation aims to measure the project's impact on target groups and broader communities, as well as assess the sustainability of project outcomes and the likelihood of sustainable benefits post-completion.

We expect that the evaluation provide insights, recommendations, and lessons learned to enhance their own roles and contributions to the project. It is anticipated that the external evaluation will

ensure objectivity and impartiality in assessing the project's performance. Furthermore, the external evaluator is expected to provide an unbiased perspective, which is crucial for identifying strengths, weaknesses, opportunities and threats that internal stakeholders might overlook. An external assessment also enhances the credibility and validity of the evaluation findings, which is important for stakeholders, including donors, partners and beneficiaries.

2.2. Purpose of Evaluation

The purpose of the evaluation is to provide an independent assessment of the Shared Horizons project, focusing on its Component 2: Cultural Heritage. This evaluation seeks to identify the strengths and weaknesses of the project and provide actionable recommendations for improvement. By doing so, it will guide ALDA and its partners in enhancing the relevance, effectiveness, efficiency, and sustainability of future activities. The evaluation will also ensure accountability to stakeholders, including the donor Expertise France, project beneficiaries, and implementing partners.

Specific purposes of the evaluation include:

- Assessing the relevance of the project's objectives and activities to the needs and priorities of the target groups in the Western Balkans.
- Evaluating the effectiveness of the implemented activities in achieving the project's specific objectives.
- Measuring the efficiency of resource utilization and project management processes.
- Analysing the impact of the project on intercultural dialogue, cultural preservation, and community cohesion in the targeted regions.
- Evaluating the sustainability of the outcomes achieved and the mechanisms put in place to ensure long-term benefits.
- Providing lessons learned and recommendations for improving similar projects in the future.

Time frame:

Project Duration: October 2024- June 2026

Evaluation Duration: 2025-2026

2.3. Methodology

The evaluation will follow the following steps:

1. Inception Period

- Conduct an initial review of the Shared Horizons, component 2 project documents, including the project proposal, logical framework, work plans and progress reports.
- Establish the baseline by identifying and selecting objectively verifiable indicators (OVIs) to assess the current state and enable measurement of progress towards the desired societal change.
- Develop a comprehensive M&E plan, including methodology, data collection tools, performance indicators, and a detailed work schedule.

2. Intermediate Evaluation

Conducted mid-way through project implementation to provide an initial assessment of the effectiveness, efficiency, and progress towards objectives. The evaluator will conduct field visits (as feasible), interviews with stakeholders, beneficiaries, and project staff, and analyze collected data. A Mid-Term Evaluation Report will be submitted summarizing findings, conclusions, and preliminary recommendations.

3. Final Evaluation

Conducted at the end of the project to provide a comprehensive assessment of project outcomes, sustainability, and impact. The final evaluation will triangulate data from all sources, validate findings with stakeholders, and provide actionable insights for ALDA and partners. A Final Evaluation Report will be submitted and presented to all key stakeholders.

3. DELIVERABLES AND DEADLINES:

The evaluator is expected to deliver the following outputs:

1. **Inception Report** – Within 4 weeks of contract signature.
2. **Mid-Term Evaluation Report** – By **January 31, 2026**.
3. **Draft Final Evaluation Report** – By **May 15, 2026**.
4. **Final Evaluation Report** – By **June 15, 2026**, incorporating feedback from ALDA and project stakeholders.

All reports must be submitted in English, in both digital (Word and PDF) formats.

4. ROLES AND RESPONSIBILITIES:

- **Evaluator:** Responsible for carrying out all evaluation activities as per the agreed work plan and methodology.
- **ALDA:** Provides necessary project documentation, supports coordination of field visits, facilitates contact with stakeholders, and reviews deliverables.

5. TECHNICAL AND FINANCIAL PROPOSAL

Interested candidates must submit a comprehensive Technical and Financial Proposal comprising the following documents:

1. Technical Proposal

The Technical Proposal must demonstrate the applicant's capacity, understanding, and approach to conduct the evaluation. It should include:

- Profile of the candidate or company, including CV(s) of the proposed evaluator(s), outlining relevant qualifications and experience in evaluation of international projects, particularly in the fields of cultural heritage, peacebuilding, and youth engagement in the Western Balkans or similar contexts.
- Methodological approach and work plan, describing how the evaluation will be carried out, including proposed methods for data collection, stakeholder engagement, and analysis.
- Preliminary timeline indicating the evaluator's availability to perform the activities within the required timeframe and deliver the requested outputs.
- References or sample of similar previous work (up to 2 examples), preferably in evaluation of EU-funded or donor-funded cultural or social projects.

2. Financial Proposal

The Financial Proposal should include:

- A detailed budget in Euros,
- A clear statement that the total amount does not exceed €9,000, including all applicable taxes and charges.

The proposals will be evaluated based on the following criteria:

- Relevance and quality of the technical approach
- Qualifications and experience of the evaluator
- Realism and cost-effectiveness of the financial proposal
- Understanding of the project context and objectives

6. PAYMENT

The maximum budget for the audit is €9.000 including all taxes and field missions. Payment will be made in accordance with agreed milestones and deliverables as outlined in the signed contract

7. CONFIDENTIALITY

The evaluator agrees to maintain the confidentiality of all sensitive data and information accessed during the evaluation. No information will be disclosed to third parties without prior written consent from ALDA.

8. DISPUTE RESOLUTION

In the event of disputes arising out of or relating to this contract, the parties shall attempt to resolve the matter amicably. Failing such resolution, any dispute, controversy, or claim shall be finally settled under the jurisdiction of the **Court in Strasbourg, France**. The applicable law shall be **French law**, under which ALDA is registered.

9. SUBMISSION OF TENDERS

Tenders must be sent by email in French or in English with reference: **External Evaluation for Shared Horizons Project** in the subject line, to the following email addresses: aldabalkans@aldaintranet.org and viktorija@aldaintranet.org

Deadline for submission of tenders is 15.10.2025.

DATA PROTECTION

The data will be processed in accordance with the attached policy (Annex 1).