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Akademie



MEDIA
COUNCIL OF
MONGOLIA



VOICES
FOR
CHANGE

TERMS OF REFERENCE

for the independent Final Evaluation of the EU-funded Mongolia project

“Voices for Change: CSOs join forces to advocate for Accountability, Transparency and Public Awareness”

Position:	External Evaluator
Type of contract:	Short-term consultancy
Project:	<i>Voices for Change: CSOs join forces to advocate for Accountability, Transparency and Public Awareness</i>
Location:	Mongolia
Assignment period:	3rd quarter 2026; evaluation activities in October/November, final report and presentation in December
Languages required:	English and Mongolian
Application deadline:	31 August 2026

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 (EU) and are active in around 70 countries.

The EU-funded project “Voices for Change: CSOs join forces to advocate for Accountability, Transparency and Public Awareness” is implemented together with DW Akademie’s long-standing partner Media Council of Mongolia (MCM). The project aims

to foster accountability within Mongolia's civil society as a means to strengthen the sector's independence and its capacity to contribute to good governance and social cohesion. It responds to key challenges in the Mongolian civil society and media sectors, including limited transparency and accountability, weak public communication, low trust between civil society, media and political actors, and limited opportunities for youth and marginalized groups to participate meaningfully in policy debate.

The project works with civil society organizations (especially a core group of 30 committed CSOs), media actors and educators to, among others, develop new forms of digital communication that actively involve young people and other marginalized groups in advocacy and public dialogue. By strengthening digital communication, public outreach and cooperation between CSOs, media and other stakeholders, the project seeks to support a more transparent, inclusive and participatory civic space in Mongolia.

As the project approaches its conclusion, DW Akademie is seeking an experienced external evaluator to assess its performance and development effectiveness.

II. Evaluation objective and criteria

The evaluation is a requirement by the EU and an element of accountability. The main objective of the evaluation is organizational learning. The evaluation results serve the development of future projects and technical approaches developed by DW Akademie, MCM and the EU.

The evaluation will focus on four of the evaluation criteria defined by OECD's Development Assistance Committee (DAC):

- **Effectiveness:** To what extent has the project achieved its objective and planned outputs according to the logical framework? What adaptations to the project logic, if any, have been made in response to changing framework conditions?

- **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:** How likely will development results last?

III. Scope of work

The evaluator will be responsible for the following tasks:

1. Review relevant project documents (proposal, logframe with indicators, reports, etc.) and develop an evaluation framework aligned with the project objectives.
2. Prepare a work plan outlining the methodology, data collection tools, and timeline.
3. Design and implement appropriate data collection methods (interviews, surveys, etc.) ensuring ethical standards such as informed consent and confidentiality.
4. Gather and analyse qualitative and quantitative data.
5. Assess project performance against the four listed OECD DAC evaluation criteria.
6. Prepare the final evaluation report, including findings, conclusions, and actionable recommendations for potential follow-on or similar future projects (document made available in English and Mongolian).
7. Present the key findings and recommendations to the project team.

The evaluator is allocated **approximately 20 working days** to complete the listed tasks. The work plan submitted by the evaluator should detail how the tasks will be carried out within the given timeframe, ensuring that all deliverables are produced by the agreed deadlines

The 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. Qualification and experience

- Proven experience in monitoring and evaluation (M&E) of development cooperation projects.
- Demonstrated expertise in data collection and analysis (qualitative and quantitative).
- Excellent analytical and drafting skills.
- Fluency in English and Mongolian.
- Knowledge of, and experience in, media development is desirable.
- Experience in evaluating EU-funded projects is an asset.
- Experience conducting evaluations in East Asia or similar contexts is an advantage.
- Strong organizational, communication, and facilitation skills.
- Intercultural competence and experience working in diverse contexts.

V. Arrangements and deliverables

Working arrangements:

- Approx. 20 working days; please provide your daily fee based on standard local rates.
- The consultant will regularly collaborate with DW Akademie and MCM project staff.
- All communication will be in English (DWA) and Mongolian (MCM).

The consultant will be responsible for delivering the following:

- Brief inception report outlining the evaluation framework, methodology, data collection tools and time plan.
- Draft evaluation report with (preliminary) evidence-based findings and conclusions for the four evaluation criteria as well as clear, actionable recommendations for potential follow-on and similar future projects.
- Presentation of the key findings and recommendations of the evaluation in an online debriefing session with the project team.
- Final evaluation report that incorporates the feedback from the project team and also includes an executive summary and all relevant annexes.

VI. How to apply:

Interested applicants should submit a proposal including the following:

- Proposal and a draft work plan, providing insight into the applicant's methodology and evaluation approach.
- Description of relevant experience in project evaluation, including a brief statement of motivation.
- Curriculum Vitae (CV).
- Daily rate in EUR.
- Offers in English should be submitted in one pdf via e-mail to **dw-akademie.mongolia@dw.com**.
- Deadline: 31 August 2026, 11pm Ulaanbaatar time

VII. Payment terms

In return for the fulfilment of all expected services, DW Akademie undertakes to pay the evaluator the amount in EUR as follows:

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



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