

Call for Proposals

Evaluation of the project: Strengthening Inclusive Local Governance and Peacebuilding in Yemen (2019-50012-005)

The Berghof Foundation is an independent, non-governmental and non-profit organisation that supports efforts to prevent political and social violence, and to achieve sustainable peace through conflict transformation.

Since 2017, the Berghof Foundation, the Political Development Forum (PDF), and the Gesellschaft für international Zusammenarbeit (GIZ) have been implementing a pilot programme to support stabilization in Yemen. The programme is implemented in the two governorates of Hadhramawt and Dharmar and also includes national and international components. It consists of two projects that have worked in close coordination to achieve the following aims:

- mobilize political support for more inclusive local governance,
- initialize and support inclusive local consultation structures to complement the existing administrative set up,
- support local responses to urgent political, mediation, and conflict resolution needs,
- stabilize the living conditions of the inhabitants of the two governorates.

The programme works primarily with governorate and district level administrative institutions, central level political actors with a focus on issues of local governance, political parties, local leaders, and civil society.

We are now inviting proposals for an end of programme evaluation for the two component projects.

Aims

The evaluation should achieve the following aims:

1. Evaluate the project according to the OECD DAC criteria for evaluation in conflict settings

2. Identify recommendations, lessons learned and best practices for a potential next phase, highlighting how positive contributions to the political process in Yemen could be maximized.
3. Explore to what extent the projects provide a model for engagement at the local level in Yemen and what they suggest about stabilization approaches.

Approach:

It is anticipated that successful proposals will build on a mixed methods approach, with a strong qualitative component. The ability to visit project sites to verify activities and conduct key informant interviews will be essential, as will ensuring that the evaluation itself is conducted in a conflict-sensitive way and avoids doing harm. Proposals are strongly encouraged to consider multiple sources for each data point, to consider means to triangulate and verify data and to take the context into account when outlining their approach. While an initial outline of the research approach forms an important part of the bid, the final details of the research methodologies will be agreed with successful proposals at a later stage.

Proposals should envisage conducting key informant interviews with project staff in Germany and Yemen, and with project stakeholders in Dhamar and Hadhramawt. Proposals should plan to capture the views of at least 40 project stakeholders and beneficiaries through focus group discussions and key informant interviews. The bulk of these discussions and interviews will need to take place in the project governorates.

Indicative Deliverables

In general terms, proposals should be prepared to deliver the following. Further details of required deliverables will be agreed with the successful proposal at a later stage. Proposals should plan to allow for feedback and changes to the deliverables at each step of the way.

- Inception report (written report), including:
 - a literature and document review,
 - an outline of the research methodology and tools
 - a detailed proposed outline for the final report
 - a plan of action
- Preliminary findings (presentation)
- Detailed final report (written report)
- Final presentation (presentation)
- Appropriately anonymised and cleaned data sets and interview transcripts

Team

The team put forward to conduct the evaluation should, at minimum, consist of a lead researcher and a field researcher or team of field researchers. Lead researchers should coordinate their bid with interested field researchers and submit a single application for the overall evaluation. The team should meet the following person specifications:

Lead researcher

Essential:

- extensive experience evaluating or conducting projects in conflict contexts
- extensive experience managing research, evaluations, and/or projects
- fluent in English and Arabic¹
- excellent understanding of evaluation methods and DAC framework

Desirable:

- very good understanding of the Yemeni context
- very good understanding of stabilisation approaches, local governance, mediation, local peacebuilding and other relevant thematic areas
- fluent in German

Field researcher or team of researchers

Essential:

- able to conduct field visits in Dhamar and Hadhramawt governorates and select districts
- fluent in Arabic
- Extensive experience conducting research and/or evaluations in Yemen
- deep knowledge of the Yemeni context

Desirable:

- very good understanding of the context in Dhamar and Hadhramawt governorates
- fluency in English

¹ Fluency in Arabic may not be necessary where a proposal can demonstrate that effective communication with field researchers and translation of data sets and transcripts can be ensured within the budget constraints.

Budget

There is a maximum budget available for the evaluation. Staff costs may not exceed EUR 37,500 and the total proposed cost, including all expenses for travel and research may not exceed EUR 44,960. Proposals above the indicated limits will not be considered.

Timeline

A final timeline will be agreed with the successful bid proposal. As an indicative timeline, proposals should be prepared to deliver the inception report by the end of August, to complete field research and present preliminary findings by the end of September/beginning of October and deliver a first draft of the final report by the end of October.

Assessment

Only proposals meeting the essential criteria and within the budget limit will be considered. Proposals will be assessed on the basis of:

- the qualifications and suitability of the personnel put forward (30%),
- the quality of the evaluation approach and methodology proposed to respond to the details of the call and the indicative questions (please see Annex I) (40%),
- realistic budgeting and the cost of the proposal (30%).

Please feel free to contact Dr. Joshua Rogers at j.rogers@berghof-foundation.org with any questions or to informally discuss a potential bid.

Lead researchers should coordinate their bid with interested field researchers and submit a single application for the overall evaluation.

To apply for the consultancy, candidates should submit a **joint project proposal of approximately 4-6 pages** to j.rogers@berghof-foundation.org **before 09.00 CEST on 22.07.2019**. The proposal should outline:

- The profile of the organization, or individuals replying to this call for proposal, including a description of how the proposed researchers meet the person specifications
- An outline of the evaluation approach and methodology proposed to address the indicative questions outlined in Annex I, as well as a proposed timeline
- An indicative budget for the evaluation, including the number of days and daily rates of all involved researchers and all anticipated costs and expenses.

Annex I

Indicative questions for the Terms of Reference

The following provides an indicative overview of the questions the evaluation may be asked to address. The final questions will be agreed with the successful proposal at a later stage.

Relevance and conflict sensitivity

- To what extent are the objectives of the project (still) valid, realistic, and relevant to the context? To what extent do they address important drivers of conflict? To what extent do local project stakeholders perceive the project to be relevant?
- Are the project activities and outputs consistent with the German Federal Foreign Office (GFFO) stabilization strategy, the overall project goal, the intended impacts and effects, and suited to attaining the project objectives?
- Were the theories of change articulated by Berghof, GIZ, and the German Federal Foreign Office (GFFO) stabilization approach borne out?
- Was the project based on a sound understanding of the context? Was the implementation conflict sensitive? Was it gender sensitive? Did the project adapt to changes in the context appropriately?
- How can project relevance be increased for a potential next phase?
- What (other) possibilities are there to strengthen the political process in Yemen?

Effectiveness

- To what extent were the programme and project objectives achieved / are likely to be achieved?
- To what extent was the project effectively managed? To what extent did the organizational set-up of each partner contribute or detract from this?
- To what extent were activities implemented effectively, obstacles to implementation managed, and conflict sensitivity ensured across project activities? Was risk management appropriate and effective?
- What were the major factors influencing the achievement or non-achievement of the objectives? Were measures to ensure gender sensitivity effective in enabling women's meaningful participation?

- How should activities be adapted to more effectively contribute to the overall aims in a potential next phase?

Efficiency

- Were activities and achieved results cost-efficient? What was done to ensure cost-efficiency?
- Were objectives achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?
- Was the project steering committee effective in managing the component projects and their synergies?

Impact

- What has happened as a result of the project? What are the direct and indirect, positive and negative, intended and unintended, immediate and long-term effects of the project activities in question? Does it exert an effect on key factors relevant to the peace process?
- How many people have been affected by these results? Please ensure a breakdown by gender, age, and socio-economic background to the extent possible.
- Was the combination of infrastructure and dialogue projects successful? Did these component projects create synergistic impacts beyond the impact of the component parts (or conversely, did they detract from each other)?
- What real difference has the project made at the central and governorate level and in the specific districts where small projects or mediation initiatives were implemented, taking into consideration the impact of other factors?
- How can the intended positive impact be maximized and unintended negative effects be minimized in the next phase?
- What are preconditions for impact and special risks or counter-indications that any scaling up of the approach would have to take into consideration?
- Did the programme contribute to the Yemeni peace process?

Continuity and Sustainability

- To what extent are the benefits of the project likely to continue after funding ceases?
- What are the major factors which influenced the extent to which project impacts are expected to continue after the end of the project?
- What measures were taken to ensure sustainability and how could these be improved?

- What can be done to increase sustainability in the next phase?
- Did the intervention encourage participants and communities to continue their own initiatives beyond the project framework?

Coherence and Coordination

- How well did cooperation between the different participating organisations work and how can it be improved?
- What were the relationships to other actors working in the same field? Was project implementation coordinated with them?
- Did co-ordination and coherence result in improved effectiveness, efficiency or impacts? How much time was spent on coordination? Was this factored into the budget sufficiently? Were efficiency, effectiveness and impact positively or negatively affected by coordination?
- Which aspects of the project were developed in coordination, or made more coherent? (i.e: joint analysis; co-development and design; elimination of duplication; useful division of labour; joint evaluations/ programmatic evaluations; sharing of lessons learned)