

*Evaluation of Brot für die Welt's Regional Offices 2024*

**QUESTIONS & ANSWERS regarding the Terms of Reference**

QUESTION	ANSWER
<b>General</b>	
1. Are Regional Offices required to provide progress reports to the HQ and will these be provided?	The Regional Offices are funded through projects. The Regional Offices submit progress reports on these projects to Head Office. The progress reports will be made available once the contract for this evaluation has been signed.
2. Do Regional Offices carry out their activities following some plan of action, results framework or the like with clear targets and indicators?	All projects funding the work of the Regional Offices are outcome and impact oriented. They have objectives and indicators. In addition, the offices contribute to the objectives and indicators of Brot für die Welt's strategy 2021+ as well as to the annual planning of their respective departments.
3. Which regional office has its own staff for a scholarship program?	The Regional Office for the Andes in Lima has staff working for a scholarship programme.
4. Which Regional Office has staff for secondment of professionals?	The Regional Office Central America in San José has staff for the secondment of professionals.
5. Do you foresee any resistances to this evaluation from internal or external stakeholders? If yes, from whom?	So far, nothing has been brought to our attention with regard to any possible opposition to this evaluation.
6. Could you please share the evaluation of 2018 to support preparing the offer?	At this point of time, we are not able to share the evaluation report of 2018. However, we will be pleased to provide that report to the selected evaluation team upon signing the contract of this evaluation.

QUESTION	ANSWER
7. The ToR state that only the final evaluation report and the summary of the same need to be translated into Spanish – which we will be happy to do. However, do the other documents also need to be translated or will Brot für die Welt take care of translations?	All expected products of this evaluation need to be submitted in English. Only the final Evaluation Report and its summary have to be submitted by the evaluators in English and in Spanish. If translations of other evaluation products are needed, Brot für die Welt intends to take care of this itself.
8. Are all Regional Offices operating in English?	The working language of the two offices in Lima and San José is Spanish. The working language of the three offices in Africa and Asia/Pacific is English.
<b>Costs, scale and scope of work</b>	
9. The ToR state that the evaluation is expected to take approximately “85 to 90 days”– should this number be understood as the number of working days per expert, i.e., up to 90 days per expert, for a total of 180 WD? Or should this number be understood as the total number of WDs across the team 2 experts; i.e., up to 90 days divided among two experts?	The expected 85-90 working days have to be distributed among all evaluators.
10. What is the budget for this evaluation?	<p>The budget will depend on the concrete evaluation design as well as the number of days agreed upon and the daily rates.</p> <p>The price offered in the financial proposal as well as the daily rates are part of the selection criteria in the bidding process.</p>
11. Are recommendations for individual country offices necessarily meant to cover all OECD / DAC criteria; spheres of operations and evaluation questions? Or is it envisioned that the Regional Office-specific recommendations cover only a selection of the most relevant issues per Regional Office?	<p>Overall, the entire evaluation must cover all OECD/DAC criteria of the ToRs, spheres of operations and evaluation questions.</p> <p>The recommendations for each Regional Office should be specific to that Regional Office and should address those issues that are most important to that Regional Office.</p>
12. Is the evaluation team also tasked with analysing the implementation of recommendations from previous evaluations?	Analysing the implementation of recommendations from previous evaluations is not the focus of this evaluation, but aspects relevant for the current evaluation questions should be taken into account.

QUESTION	ANSWER
<b>Evaluation design</b>	
13. As recommendations should be made for each Regional Offices (in addition to Regional Offices, overall) – does that imply that the work of all Regional Offices should be evaluated at the same or at least similar depth?	The aim of this evaluation is not to analyse each office in depth, but to assess the instrument of Regional Offices as such. Therefore, we deem it necessary that all offices are evaluated in a similar depth.
14. The ToR stipulate that the evaluation should conduct “a comprehensive analysis of the Regional Offices’ work from 2020 to present” – what portfolio of work is referred to here? Can Brot für die Welt provide any more information on the portfolio of work that is referred to here?	<p>For this evaluation the following portfolio and work of Brot für die Welt’s Regional Offices is relevant:</p> <p>The Regional Offices represent Brot für die Welt/ EWDE in the specific region and are responsible for cooperation with partner organisations in their geographical area (two to five countries with 40 to 62 partner organisations).</p> <p>The Regional Offices' tasks include supporting partner organisations throughout the project cycle, from partner identification, through project proposal and reporting, to project closure and evaluation. Moreover, the offices provide capacity-building activities in order to increase the partner organisations’ skills in outcome and impact oriented project cycle management, finance management, advocacy as well as in thematic areas. The Regional Offices also carry out advocacy and public relations activities for their region. Based on intense dialogue with and learnings from partner organisations, these activities feed into Brot für die Welt's global advocacy as well as PR and fundraising work. Additionally, the Regional Offices cooperate with units based in the Head Office implementing scholarship programs and providing secondment of professionals under the German ‘Development Aid Workers Act’. It is important to mention that Brot für die Welt is not an implementing organisation.</p>
15. Most of the questions in the ToR are forward looking, including the overall guiding question for the evaluation. Does this mean that the evaluators can choose to only do an ex-post assessment of Regional Office work from 2020 “as needed” (i.e., if and when it helps to inform the answer of the overall forward-looking question), or does the evaluation also serve an accountability purpose that would necessitate a (more) complete assessment of the work portfolio of the Regional Offices in is own right?	This evaluation should be forward looking, based on the assessment of past and present work, processes and the set-up of the Regional Offices, mainly since 2020. The formative aspect should be at the centre of this evaluation.

QUESTION	ANSWER
<p>16. In addition to analysing past work of Regional Offices, is the analysis also supposed to take into account any particular recent or expected future changes of Brot für die Welt's mandate, strategic framework, portfolio or external environment to make sure that "learning from the past" can adequately inform "recommendations for the way forward" for the Regional Offices? If so, which?</p>	<p>The evaluation should take into account recent and expected future changes in order to provide evidence-based recommendations and shape the future direction of the Regional Offices. Key aspects include shrinking space, declining financial resources for development cooperation, advantages and disadvantages of organisational decentralisation for Brot für die Welt, as well as cooperation and coordination with DKH. In addition, the evaluation will inform the further development of Brot für die Welt 's strategy 2021+.</p>
<p><b>Desk study</b></p>	
<p>17. Does every regional office has its own ToC?</p>	<p>There are no ToCs regarding the Regional Offices, so far.</p>
<p>18. Would you be able to provide a Theory of Change or other strategic documents for the Regional Offices that can help with developing the evaluation framework?</p>	<p>It is one task of the evaluation to reconstruct a joint ToC for the Regional Offices. We will be pleased to provide individual country strategies and regional strategies (for offices where such strategies exist).</p>
<p>19. Does Brot für die Welt have the expectation that the desk report already provides preliminary answers to evaluation criteria or the evaluation questions?</p>	<p>A preliminary assessment of the evaluation questions should be provided in the desk report, as far as possible. This is important because the preliminary results of the desk study shall be presented to and discussed with the Regional Offices at their annual meeting (May 27th to May 31st 2024). We expect that the evaluation questions will be more deeply analysed and substantiated during the empirical research and synthesis phase.</p>

QUESTION	ANSWER
<b>Empirical Research Phase</b>	
<p>20.</p> <p>a) Do you already have criteria in mind for the selection of Regional Offices to visit?</p> <p>b) Is there a minimum number of Regional Offices the evaluators should visit in person? If so, do you have preferences from which Regional Offices data should be collected?</p> <p>c) In how many (and which) of the five Regional Offices should the team collect data onsite?</p>	<p>Three Regional Offices on three different continents should be examined on site by one evaluator each (to keep travel costs within reasonable limits).</p> <p>In Latin America, it might be possible to interview staff from both offices in one place, at a meeting of both offices (currently planned in Lima for August 2024).</p>
<p>21. Does Brot für die Welt envision or require a minimum length of each “field visit”?</p>	<p>We do not require a minimum length of each field visit. The length of the field visits should be sufficient to collect the relevant data. But data can also be collected remotely. Travel costs should be economical and kept to a necessary minimum.</p>
<p>22. Are both evaluation team members expected to conduct on-site data collection together?</p>	<p>The evaluation team does not need to travel together to the Regional Offices for on-site data collection. Travel costs are limited. Some of the work and data collection can be done remotely/online.</p> <p>We expect evaluators to ensure that they adopt a methodologically consistent approach and that they share as well as consolidate their information and findings.</p>
<p>23. What type of logistical and operational support can evaluators expect in the field; i.e., when visiting Regional Offices and hold workshops or focus group meetings?</p>	<p>Logistical and operational support in the countries where Regional Offices are located will depend on the capacities of the Regional Office. Based on previous processes, assistance with hotel reservations and local transport can most likely be provided. For meetings in Berlin, the External Structures Coordinator can assist with meeting room reservations and hotel recommendations.</p>
<p>24. Does Brot für die Welt have the expectation that evaluators visit any development projects financed by Brot für die Welt in the countries where the Regional Offices are located, or even outside of these countries?</p>	<p>Partner organisations are a very important source of information regarding the Regional Offices’ work. How they are included in the desk and field study phase depends on the evaluation design presented by the evaluation team.</p>

QUESTION	ANSWER
<b>Evaluation Team</b>	
25. The ToR state that 'at least one evaluation expert should come from one of the regions where a Regional Office is located'. Our evaluation expert, has German citizenship and permanent residency in a Latin American Country. Would this expert fit this requirement?	In general, we would prefer to have at least one team member who grew up and worked in one of the regions of the Regional Offices. Nevertheless, what matters most is relevant evaluation expertise and hands-on long-term experience at the field level in the region.
<b>Digital Peer-Learning Workshop</b>	
26. What is the expected language for the digital Peer-Learning Workshop?	The digital Peer-Learning Workshop shall be conducted in English.
27. What is the scope of the digital peer learning workshop (i.e. how many hours/days and who should be invited)?	<p>Currently, two three-hour sessions are planned for the digital Peer Learning Workshop at two separate days.</p> <p>We intend to invite staff and leadership from all Regional Offices, relevant Brot für die Welt staff from the Head Office and relevant DKH staff.</p>
28. Is Brot für die Welt considering a follow-up workshop (e.g. 6 or 12 months after the final peer learning workshop) to strengthen the application of the evaluation findings and recommendations?	We do consider a follow-up process for the Peer Learning Workshop. However, this will not be part of the contract and budget of this evaluation. If needed, Brot für die Welt will commission an additional assignment for this.