

Terms of Reference

EVALUATION OF BROT FÜR DIE WELT'S REGIONAL OFFICES 2024

1. Introduction

The Evangelisches Werk für Diakonie und Entwicklung e.V. (Protestant Agency for Diakonie and Development, EWDE e.V. was founded in Berlin in 2012, merging the two predecessor organisations Diakonisches Werk der EKD and Evangelischer Entwicklungsdienst. Internationally, EWDE e.V. works in humanitarian aid through Diakonie Katastrophenhilfe (DKH) and in development cooperation through Brot für die Welt (Bread for the World Germany)¹.

Brot für die Welt is part of a global movement working for change worldwide: We demand a just world in which every human being lives in dignity, has equal rights, in which resources are fairly distributed and planetary boundaries are respected today and in the future. Together with 1,500 partner organisations, we work in over 80 countries worldwide for human rights and peace, against hunger, poverty and injustice. Our Christian self-understanding shapes our commitment to justice, peace and the preservation of creation. It gives us hope that we can make a difference. Together with our partner organisations, we support disadvantaged people to improve their lives sustainably through their own efforts. With a clear stance, we stand up for respect for human rights, securing peace, strengthening democracy, promoting education and health, overcoming hunger and poverty, ensuring access to water, countering environmental destruction and climate change, and raising our voice for change.

Brot für die Welt has five Regional Offices, internally called "Verbindungsstellen" (VEST). They are located in San José/Costa Rica (for Central America), Addis Ababa/Ethiopia (for the Horn of Africa), Port Moresby/Papua-New Guinea (for the Pacific), Lima/Peru (for Peru and Bolivia) and Hanoi/Vietnam (for Vietnam and Laos). They are part of the respective Regional Department/Unit of Brot für die Welt within the International Programmes (IP) Division. 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. As far as possible, the processes and workflows of the Regional Offices mirror general processes and workflows of Brot für die Welt's head office. Wherever necessary, specific rules were established for the Regional Offices due to the partial decentralisation of tasks and responsibilities as well as to their overseas location. It is important to mention that Brot für die Welt is not an implementing organisation.

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'. Currently, one office has its own staff for a scholarship program and another office has staff for secondment of professionals.

Each Regional Office is operating in two to five countries with 40 to 62 partner organisations. Each Regional Office is headed by one Regional Representative. Staff numbers range from ten to 15 employees, mostly local professionals but also (European) seconded professionals. The core work of the Regional Offices is funded through three-year projects (two per office: the so-called "structural costs project" and the "capacity-building project"). Some offices manage additional instruments and projects, e.g. Dialogue Services,

¹ <https://www.brot-fuer-die-welt.de/en/bread-for-the-world/about-us/>

secondment of European professionals under the German 'Development Aid Workers Act', a Civil Peace Service program or a scholarship program. At the Head Office in Berlin, there is a support structure for each Regional Office: the head of the regional unit, who is the line manager for the Regional Representative; a liaison officer, who supports the advocacy work and manages the projects funding the Regional Offices; and an assistant, who helps with administrative tasks. Additionally, a position called External Structures Coordinator is responsible for finding global solutions to office challenges and for coordinating exchange between the Regional Offices and with the Head Office. The last evaluation of the Regional Offices was conducted in 2018.

Scope of the evaluation

This evaluation will assess the structures, performance and effects of Brot für die Welt's five Regional Offices including their contribution to the implementation of Brot für die Welt's Strategy 2021+. It will take into account all tasks performed by the offices and relationships with the Head Office, partner organisations, adjacent country programs, with Regional Offices in other regions, DKH offices and other relevant stakeholders. The evaluation will focus on the Regional Offices' work since the start of the global Covid-19 pandemic in early 2020 until present.

This evaluation shall not focus on general Brot für die Welt's standards and procedures unrelated to the Regional Offices. It will also not go into detail regarding compliance or other legal questions. However, the evaluators may review documents concerning these matters in order to provide informed recommendations, e.g. regarding Regional Offices and/or the cooperation between Head Office and Regional Offices. The projects implemented by partner organisations (with support from Brot für die Welt/Regional Office) are also outside the scope of this evaluation.

2. Purpose and objective of the evaluation

The purpose of this evaluation is to generate lessons learnt and to devise recommendations for future Brot für die Welt work and organisational set-up. Hereby it will contribute to the organisational-strategic positioning of the International Programmes Division in the context of decentralization and decolonization. It is expected that best fit practices (within and beyond EWDE e.V.) will be identified, with due consideration of their applicability for Brot für die Welt.

The guiding question of the evaluation is: *What needs to change with regard to the Regional Offices in order to strengthen the operations and performance of Brot für die Welt in the next years?*

This includes but is not limited to the following spheres:

- Internal set-up of the Regional Offices
- Relationship Head Office – Regional Offices
- Coordination between the different Regional Offices
- Cooperation between Regional Office teams and Berlin-based country teams
- Cooperation between Brot für die Welt's Regional Offices and DKH as well as future synergies
- Cooperation with others actors (partner organisations, other donors, state actors, etc.)
- Cooperation of seconded professionals with Regional Offices
- Relationship between the handling of financial cooperation and three additional instruments (scholarships, consultancies, personnel secondment) in Regional Offices
- Geographical positioning of the Regional Offices

3. Key questions

It is expected that the evaluation report entails a comprehensive analysis of the Regional Offices' work from 2020 to present, taking into account its organisational set-up, performance and effects. Crosscutting issues such as shrinking space, decolonization, gender equality, disaster risk reduction, environmental effects, digitalisation and inclusion of people with disability shall be considered in all questions, if possible.

The key questions of this evaluation - based on the OECD DAC Evaluation Criteria - are:

Relevance

- 1) What potential do the Regional Offices hold, in how far has it been utilized, and how can it be utilized in the future?
- 2) To what extent is the Regional Offices' work suited to the particular needs and priorities of stakeholders and target groups (e.g. EWDE Board, Directorate IP, partner organisations, partners' target groups, other donors, advocacy addressee)?
- 3) What is the purpose and added value of Brot für die Welt's Regional Offices (compared to working from the Head Office)?

Effectiveness

- 4) In how far do the Regional Offices contribute to the implementation and success of Brot für die Welt's Strategy 2021+ as well as of Departmental and Regional strategies?
- 5) Are there challenges that can be addressed more (or less) effectively by a Regional Office (compared to a team based at the Head Office)?
- 6) To what extent have the objectives of the Regional Offices' structural cost projects been achieved so far?

Coherence

- 7) What are enabling and hindering factors for successful cooperation with EWDE units in Berlin (e.g. Regional Units/Departments, Policy Department, Global Personnel Secondment, Funds and Procurement Management Unit, Consultancy International Programmes Unit, Scholarships Unit, Communications and Fundraising Department, Human Resources Department, Security Staff Unit, Compliance and Risk Management Staff Unit, Program Coordination Unit, Protestant Association for Cooperation in Development (EZE)², DKH)? How can the cooperation be improved?
- 8) How can Regional Office staff become and feel more integrated in EWDE/Brot für die Welt's structure, processes and communication (e.g. information updates; meetings; access to services, data and drives; trainings)?
- 9) To what end and how should exchange and joint activities between Regional Offices be promoted?
- 10) How and for what purposes could cooperation with DKH be enhanced?

Efficiency

- 11) Are the respective office set-ups (such as (digital) infrastructure, staffing, expertise, organisational governance, division of tasks, decision-making power, finances, communication/language, DKH incorporation) adequate to achieve EWDE's and Brot für die Welt's purposes?
- 12) What decision-making powers/autonomy should Regional Representatives have?
- 13) What would be the optimal position for the Regional Offices in Brot für die Welt's organisational structure and why?
- 14) What is the most suitable and efficient model of office support from the Head Office (in terms of staff and units involved, funding arrangements, etc.)?

Impact

- 15) What changes in the regional architecture of Brot für die Welt (e.g. type of offices, location of offices, coordination with Head Office and DKH) are needed to strengthen the impact of its work, and what would these changes entail?

Sustainability

The evaluation criterion *Sustainability* is excluded because the focus of this evaluation is on the Regional Offices' work from 2020 to present.

² EZE= Evangelische Zentralstelle für Entwicklungshilfe e.V.

4. Evaluation design/methods

The evaluation is to be conducted in line with the OECD DAC evaluation standards. It is also required to fulfil OECD and Brot für die Welt's evaluation standards, namely usefulness, feasibility, fairness and accuracy of data. Brot für die Welt is not committed to any specific evaluation design. The evaluators are expected to develop an evaluation design, using a diverse set of methods, including, but not limited to analysis of documents, online-surveys, interviews, focus groups, participatory observation and field visits. Strong consideration/participation of stakeholders and target groups, especially staff on operational level in the Regional Offices and in the Head Office is required.

The evaluation consists of four parts:

I) Inception phase:

The inception phase will include a kick-off meeting (either virtual by Zoom or in Berlin), a desk review of key programme documents and explorative interviews (personal, video tool or telephone).

II) Desk study (including research design for the Empirical Phase):

Based on the evaluation questions, the desk study contains an analysis of Brot für die Welt documents and other documents (e.g. previous evaluations, project proposals, Regional Office Manual, Brot für die Welt Strategy 2021+, etc. Please note: Several of these documents are only available in German or Spanish or English. (Expert) interviews should be conducted. Based on the findings of the desk study, the research design for the empirical analysis shall be developed and integrated in the desk study report. In addition, the Theory of Change (ToC) of the Regional Offices shall be reconstructed and included in the desk study report.

III) Empirical Research Phase:

The empirical research phase shall focus on the entire organisational set-up, performance and effects of Brot für die Welt's 5 Regional Offices, their relationships with each other, as well as their cooperation with the Head Office, DKH and other stakeholders. Data should be collected "on the ground" in selected regions and remotely. In particular, surveys, interviews and focus groups with Regional Office staff, Head Office staff (including representatives of the four instruments: financial cooperation, scholarships unit, personnel secondment and consultancies; as well as including representatives of the Policy Department), experts, partner organisations, DKH and external actors (e.g. other donors, target groups) should be conducted. Based on the empirical evidence collected, the reconstructed Theory of Change should be adapted. Documents and contact details will be provided by Brot für die Welt.

IV) Synthesis Phase and Final Evaluation Report:

The final evaluation report shall be based on the synthesis of the findings from the Desk Study and the empirical research. It is essential that the data is triangulated in order to increase the validity of findings. The key questions of this evaluation should be answered based on a profound analysis, preferably with a mixed methods design. Recommendations shall be given for Brot für die Welt and for the regional offices as a whole. In addition, individual recommendations for each Regional Office shall be compiled in separate documents (2-3 pages max.). It is expected that best fit practices identified are documented and used to illustrate certain findings. Prior to the finalization of the evaluation report, the evaluators have to present as well as discuss the findings and recommendations with Brot für die Welt's Steering Group of this evaluation.

V) Peer-learning Workshop:

The evaluators shall conduct a digital Peer-Learning Workshop for staff from all Regional Offices and Head Office in order to discuss and learn from individual recommendations for each regional office, from general recommendations as well as from best fit practices.

5. Evaluation process (timetable)

The evaluators may propose an adapted timetable after the contract clarification meeting.

Deadline	Issue
08.01.2024	Deadline for question on the ToRs. All questions and answers will be compiled in one document and published one week after the end of the question period on the website where the ToR are posted.
08.01.2024	Deadline for submission of Expression of Interest.
11.02.2024	Deadline for submitting complete technical and financial offers
08.03.2024	Selection of evaluation team and signing of contract
In the week of 11.03.2024	Kick-off meeting (contract clarification)
05.04.2024	Submission of draft Inception Report
21.04.2024	Final Inception Report
20.05.2024	Submission of draft Desk Study
May 27-31, 2024	Presentation and Discussion of the draft Desk Study as well as of the reconstructed Theory of Change (ToC) during the Regional Office´s 2024 Meeting in Berlin (May 27 th to May 31 st)
09.06.2024	Final Desk Study
End of May-July 2024	Empirical Research Phase Partly taking place during the Regional Office´s 2024 Meeting in Berlin (May 27 th to May 31 st)
July-Mid August 2023	Synthesis phase
18.08.2024	Draft of the Evaluation Report (including results of the Desk Study and the empirical research phase)
Week of 2.9.2024	Presentation and Discussion of the draft Evaluation Report
22.09.2024	Submission Final Evaluation Report
Week of 7.10.2024	Presentation of the results and recommendations of the Evaluation Report for Regional Offices, Head Office and other stakeholders
October 2024	Digital Peer-Learning Workshop for staff from all Regional Offices and Head Office

Depending on the proposed methodological design of the evaluation and the composition of the evaluation team, we assume that the evaluation will take about 85-90 days. The contract is expected to be commissioned for a period until End of October 2024.

6. Expected products

The following products are expected during the course of the evaluation:

Inception Report

After the kick-off meeting (contract clarification) and the handover of the core documents in digital form, the evaluators should prepare an inception report that describes how the required results will be achieved, which methods will be applied and which data will be collected, documented and related to each other. In addition, the Inception Report shall include a detailed schedule of activities and timelines as well as a preliminary table of contents for the final report.

Suggestions may be made that supplement or limit the ToR. The commissioning party (EMVS/EWDE e.V.) must agree to these suggestions within an agreed period of time, as this constitutes a change of contract between the commissioning party and the contractor. The inception report has to be written in English and should not exceed 15 pages (plus annexes). It must be accepted by the commissioning party.

Report of the Desk Study

The report of the desk study has to be written in English and cannot exceed 25 pages (excluding annexes). It is expected that the evaluators present an overview and understanding of the offices´ set-up, including relationships with actors in Berlin and with other Brot für die Welt Regional Offices and DKH offices. In addition, a Theory of Change (ToC) for the Regional Offices has to be reconstructed with participants from the Regional Offices, Head Office and DKH.

The desk study is expected to further clarify the methodology for the empirical analysis. It must be accepted by the commissioning party.

Final Reports and Presentation

The final report must analyze and synthesize the elements resulting from the evaluation process, including the results of the Desk Study and the empirical research phase. The findings, conclusions and recommendations should be thorough and based on evidence.

The final report shall be written in English and should not exceed 40 pages including an executive summary (plus annexes). In addition, a Spanish version of the complete final report must be provided.

For each Regional Office, individual recommendations shall be compiled in a separate document no longer than 2-3 pages (max.). All documents must be accepted by the commissioning party.

After presenting the draft report to the Evaluation's Steering Group, the final evaluation report's results and recommendations have to be presented and discussed in a meeting with representatives of Brot für die Welt/ EWDE e.V. from the Head Office, the Regional Offices and from DKH.

Summary of the Evaluation Report

The evaluators shall prepare an anonymized summary of the evaluation report (as a separate document (Word.doc and pdf) in English and Spanish. This summary is limited to a maximum size of 4,000 and 5,000 characters (with spaces) and needs to include:

- (1) A short description of the goals of the evaluation,
- (2) key findings according to the OECD/DAC criteria and
- (3) recommendations.

The summary must be accepted by the commissioning party.

Two-pager

A graphically appealing 2-pager with the key findings and recommendations is expected. It must be accepted by the commissioning party.

Digital Peer-Learning Workshop

The evaluators shall conduct a digital Peer-Learning Workshop for staff from all Regional Offices and Head Office in order to discuss and learn from individual recommendations for each regional office, from general recommendations as well as from best fit practices.

7. Key qualifications of the evaluators

The evaluation team should consist of at least two evaluators; at least one evaluation expert should come from one of the regions where a Regional Office is located. The team should include evaluators of different genders.

Qualifications and expertise required:

- Profound and proven professional experience in conducting programme and organizational evaluations as sole evaluator or team leader
- Hands-on long-term experience at the field level in at least two of the five VEST regions
- Profound expertise in quantitative and qualitative empirical data collection and analysis methods
- Experience in developing and reconstructing Theories of Change (ToCs)
- Experience in organisational development and change management
- Extensive work experience in development cooperation, preferably for an international organisation
- Familiarity with current development cooperation policies and standards
- Experience with civil society, especially NGOs
- Proficiency in spoken and written English of all team members
- At least one member of the evaluator's team must have a written and oral proficiency in Spanish
- Preferrably, one member of the evaluator's should be proficient in German

8. Tender

The tender procedure consists of two stages: a) Expression of Interest and b) Offer submission.

a) Expression of Interest with competitive bidding

All interested evaluation teams are invited to submit an **Expression of Interest by January 8, 2024, 23:59 h (CET)** to the email address below.

As **part of the Expression of Interest**, please submit:

- A short profile description, which provides information about all suggested evaluation team members' competences and suitability for the implementation of the assignment, including CVs of all experts involved. For data protection measures, please send the CVs as a separate pdf file.
- Any questions you may have regarding the Terms of Reference.

Questions from interested parties can also be sent by e-mail to the e-mail address below until January 8, 2024. All questions and answers will be compiled in one document and published one week after the end of the question period on the homepage of Brot für die Welt <https://www.brot-fuer-die-welt.de/material/ausschreibungen-evaluation/>.

Thereafter, our **request for a complete offer**, will be sent to at least four evaluation teams who qualified through the Expression of Interest process. Please refrain from enquiring further information by phone.

b) Submission and contents of offers

The second step is the submission of offers by those teams qualified through the Expression of Interest process. **Complete offers must be submitted to the email address below no later than February 11, 2024, 23:59 h (CET).**

A complete offer consists of:

1. A **technical proposal**, which lays out the evaluation design, specifying methods and instruments to be used to answer the evaluation questions (max. 8 pages)
2. A **detailed work plan including time schedule**
3. A **financial proposal** stating precisely the daily fees for each evaluator (disclosing taxes), cost for travel to Berlin, to selected Regional Offices and all additional costs. All costs including taxes (e.g. VAT) for each budget line must be set out in the financial proposal (max. 3 pages)
4. **Sound CVs of all participating evaluator(s)** with career details and experience relevant to the offer. For data protection reasons, we kindly ask you to **hand in CVs as separate files** (max. 4 pages each CV).
5. Firm profile, if applicable
6. 3 contacts for **references** (including at least 2 references from previous clients of (organisational) evaluations you have carried out).

We reserve the right to conduct interviews in order to reach a decision. Furthermore, we reserve the right to award the contract at the time of submission of the offer. Only complete offers will be considered. The evaluation contract will be granted based on the following award criteria and weighting:

Award criteria	Weight of award criteria in %
Quality of the technical proposal, with a special focus on understanding the ToR and proposed methodology	30%
Qualifications of the evaluators	30%
Detailed work plan including time schedule	10%
Price	30%

Please send **your complete offer (1. CVs in a separate pdf and 2. All other documents included in one single pdf file)** by e-mail no later than **February 11, 2024, 23:59 h CET** to:

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