

Terms of Reference

Evaluation of the Diakonie Katastrophenhilfe Programme Somalia 2013-2020

1. Introduction

The Evangelisches Werk für Diakonie und Entwicklung e.V. (Protestant Agency for Diakonie and Development, EWDE) was founded in Berlin in 2012, merging its two predecessor organisations Diakonisches Werk der EKD and Evangelischer Entwicklungsdienst. Internationally, EWDE works through its aid programmes Diakonie Katastrophenhilfe (DKH) and Brot für die Welt (Bread for the World). DKH¹ renders humanitarian aid worldwide. The work of Brot für die Welt² primarily focuses on the support of development projects of partner organizations in countries of the Global South.

In its activities, DKH is committed to the Humanitarian Principles of the Code of Conduct of the Red Cross and Red Crescent movement and of non-governmental aid organizations as well as the Grand Bargain and Charter for Change (C4C). In all its actions, DKH is guided by the four humanitarian principles: humanity, neutrality, impartiality and independence. These principles provide the foundations for DKH's humanitarian action. They are regarded as essential in order to establish and maintain access to affected people, whether in a natural disaster or a complex emergency, such as armed conflict. DKH is also committed to the Core Humanitarian Standards (CHS) in order to adhere to enhanced accountability protocols. DKH supports people affected by natural disasters, war and displacement and who are not able to cope on their own in the emergency situation they find themselves in. DKH helps people in great need – worldwide, regardless of their colour, religion and nationality.

Diakonie Katastrophenhilfe and Brot für die Welt are active members of the *Action by Churches Together (ACT) Alliance*³. ACT Alliance endeavours to respond to emergencies around the world with an ecumenical commitment to meet the needs of communities when they are at their most vulnerable.

DKH has been present in Somalia with offices in Mogadishu and Nairobi. In 1992, a common office was established by DKH and Caritas Germany. In 2004, DKH and Brot für die Welt together with some of their staff founded the local NGO “Daryell Bulsho Guud” (DBG). Until 2014, humanitarian aid to Somalia from DKH and projects of Brot für die Welt were channelled through DBG. Since March 15, 2020 all meetings have been held online via Zoom because of COVID-19 restrictions.

The hubs Mogadishu and Nairobi are responsible for the day-to day business, including donor compliance, quality management, Monitoring, Evaluation, Accountability, Learning and thematic advice. In addition, financial support for humanitarian and transitional aid programmes is implemented through DKH's strategic local partners. From 2013 until 2020 DKH and its partners have implemented 37 projects in Somalia funded by various donors.

Bread for the World's Somalia programme entailed 13 projects between 2013 and 2020, plus some regional projects which involve Somalia. Currently, Brot für die Welt is funding 4 development projects of partners in Somalia. Brot für die Welt's Regional Office in Addis Ababa is in charge of them.

¹ <https://www.diakonie-katastrophenhilfe.de/en/home>

² <https://www.brot-fuer-die-welt.de/en/bread-for-the-world/about-us/>

³ ACT Alliance is a coalition of more than 130 churches and church-related organisations working together in over 120 countries to create positive and sustainable change in the lives of poor and marginalised people (regardless of their religion, politics, gender, colour or nationality) in keeping with the highest international codes and standards.

DKH's presence in Somalia - with the support of its office in Nairobi - has proven to be a comparative advantage over the years. Together with its partner organisations, DKH has been active in Mogadishu, Beletweyne, Jowhar Hobyo and Galkacyo. Previously, DKH had also been active in Gedo region. As a result, DKH has extensive and in-depth knowledge of the varying political, socioeconomic, and humanitarian situations in Somalia.

Scope of the evaluation

This evaluation will assess the design, performance and effects of DKHs Somalia Programme from 2013 until 2020 with focus on the humanitarian and transitional aid projects in Mogadishu, Beletweyne, Jowhar, Galkayo and Hobyo as well as Gedo. Sectors of intervention entail Livelihoods and Markets, WASH, Protection with a special focus on Education. The overall funding volume of those 37 projects in Somalia is about € 18 Mio. Half of it is raised from back donors such as the German Federal Foreign Office (AA), the German Federal Ministry for Economic Cooperation and Development (BMZ) as well as the United Nations Country-Based Pooled Funds. Assistance is provided according to the needs of the most vulnerable, especially vulnerable women, girls, boys and men from both internally displaced and host communities. DKH's assistance corresponds to local standards and is based on response analysis. Whenever possible DKH in Somalia tries to apply the humanitarian-development nexus. It is DKH's approach to work through a global network of partner organizations based on its partnership policy. Wherever possible and required, DKH accompanies its partners from project design through implementation until final project documentation with the support of its offices in Mogadishu and Nairobi as well as backstopping from the head office in Berlin.

This evaluation will not evaluate Brot für die Welt's projects in Somalia. However, documents of Brot für die Welt's, especially of the projects in Somalia, shall be reviewed by the evaluators in order to make informed recommendations.

2. Purpose and objective of the evaluation

The purpose of this evaluation is to assess the design, performance and effects of the DKH Somalia Programme from 2013 to 2020 in order to generate lessons learnt and to devise recommendations for the future DKH Somalia Programme. Part of this evaluation is the reconstruction of the Theory of Change (ToC) of DKH's Somalia Programme. In addition, DKH wants to find out how existing and new programme components can be better linked with the DKH Global Strategy 2021-2025. Last but not least, the cooperation and networking of DKH with Brot für die Welt as well as with other organisations and institutions (e.g. clusters, partners, esp. ACT Alliance members) in Somalia should be examined. Of particular interest is DKH's relationship with its partners and the added-value created by the partnership for each party.

Though information of the BfdW programme in Somalia shall be considered for assessing questions around cooperation and alignment, the focus of the evaluation shall lie on the assessment of DKH's Somalia programme.

The findings and recommendations of this evaluation will be used by DKH (and Brot für die Welt) to adjust programme design and implementation of the Somalia country programme. In addition, the evaluation results are expected to suggest ways for the alignment of the strategies and projects of DKH with Brot für die Welt in Somalia, to develop a (Triple) Nexus approach in the region as well as to identify additional donors and diversify funding.

Recommendations are expected on the following subjects:

1. Changes in the DKH Somalia programme design in order to increase the contribution to a successful humanitarian and transitional aid response, relevant to the needs of the Somalian people affected by multiple and complex crisis

2. Programmatic adjustments and realignments that should be made by DKH Somalia and Head Office in future programme development, design and implementation in order to improve relevance, coherence and effectiveness as well as to enhance alignment with the DKH Global Strategy 2021-2025
3. Improvements in the efficiency of the programme design
4. Changes needed to maximise the impact of DKH and its partners- also with regard to a stronger consideration of new approaches in the aid sector such as localisation and Triple Nexus
5. DKH's operational set-up for the Somalia country programme in order to contribute to an efficient response
6. Strengthening the coordination and cooperation between DKH and Brot für die Welt at country level, also regarding the (Triple) Nexus Approach, funded by German and/or non-German potential back donors

3. Key questions

It is expected that the evaluation report entails a comprehensive analysis of the DKH Programme in Somalia from 2013 to 2020, taking into account its performance and effects as well as its beneficiaries, different partners, stakeholders, and the relations between them.

Cross-cutting issues such as disaster risk reduction, gender equality, digitalisation and inclusion of people with disability shall be considered in all of the questions if possible and reasonable.

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

⇒ Relevance

1. To what extent were the projects suited to the particular needs and priorities of the target groups in Somalia?
2. In how far did DKH's projects meet the needs of women, girls as well as men and boys in the target groups? Which groups were included? Which groups were excluded? Why?
3. How thorough was DKH's response analysis in Somalia? To what extent have the results of the response analysis been incorporated into DKH's work?
4. How adequately have DKH and its partners dealt with the fragile context as well as with partly inconsistent national policies and government responsibilities?
5. Did the DKH Somalia country programme support partners appropriately regarding capacity building, MEAL, DKH compliance requirements and thematic advice (e.g. CVA, DRR, WASH, EiE)?
6. To what extent has DKH's partner selection and diversification in Somalia as well as the selection of project areas been systematic, transparent and successful?

⇒ Effectiveness

7. To what extent did the DKH funded projects in Somalia achieve their objectives? What were the enabling or disabling key factors? Were there any non-intended effects? If so, why?

⇒ Efficiency

8. Was the DKH-set-up on the ground appropriate (such as office, staffing, expertise, finance, fundraising, transport, communication, security) to support the programme and the partners?
9. Was the relation between the financial resources for DKH's operational support (including its own structures on the ground) and the implemented programme appropriate?

⇒ Coherence

Internal coherence of the DKH Programme Somalia

10. What recommendations can be drawn from the implemented projects of DKH and Brot für die Welt for a future nexus, in particular regarding programming, coordination and financing for DKH and Brot für die Welt as well as for DKH with other donors in Somalia? How can better synergies be created?
11. To what extent was a transitional development assistance programme systematically established by DKH? What are the lessons learnt?
12. How well do existing programme components fit in or complement the new DKH Global Strategy 2021-2025 (including the Triple Nexus approach)? What needs to change to better align the Somalia programme with the DKH's Global Strategy?
13. How does DKH's way of working with partners already fit into the Somalia Localization Framework? What needs to change to better align DKH and its partners with this framework?

External coherence with other actors in Somalia

14. How well did DKH Somalia cooperate with relevant national and international bodies and donor organizations (esp. ACT Alliance members) in Somalia, and ensured that the partners' programmes were properly aligned?
15. Which of the DKH projects have contributed to a nexus in their sector or are suitable for a Triple Nexus approach of DKH in Somalia?

⇒ Impact

16. To which longer term humanitarian effects and to which long-term developmental impact did DKH funded projects contribute in Somalia?

⇒ Sustainability

17. Has DKH contributed to increasing the resilience of the target groups in Somalia against future crises?

4. Evaluation design/methods

The evaluation is to be conducted in line with the OECD DAC evaluation standards. This will be a remote evaluation due to the COVID-19 and security situation on the ground. DKH 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 and interviews.

The evaluation is divided into four parts:

1) Inception phase:

The inception phase will include a kick-off meeting (either virtual by Zoom or in Berlin, depending on the COVID-19 situation), a desk review of key programme documents and explorative interviews (personal, Zoom or telephone).

2) Desk study (including research design for the empirical study):

Based on the evaluation questions the desk study contains an analysis of DKH's and Brot für die Welt's documents (proposals, log frames, project reports, final reports, evaluations, strategies, etc.) of the selected projects in the project regions, documents of Brot für die Welt projects in Somalia, relevant DKH and Brot für die Welt policies, guidelines and standards. In addition, key documents from relevant Somalia Clusters and government institutions as well as related evaluations from other organisations (operating in the same regions and sectors) should be reviewed. (Expert) interviews should be conducted.

Based on the findings of the desk study, the research design for the empirical study shall be developed and integrated in the desk study report. In addition, the Theory of Change (ToC) of DKH's Somalia Programme shall be reconstructed and be included in the desk study report.

3) Empirical Study:

Due to the remote nature of the evaluation, data should be collected remotely. In particular surveys and online interviews with project staff, partner organisations, beneficiaries, external actors (e.g. other donors in Somalia) as well as with relevant staff at Head Office should be conducted online in order to ensure that partner organizations and other relevant actors can participate and contribute their experience and insights to the evaluation in spite of the COVID-19 pandemic. Documents and contact details will be made available by DKH.

4) 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 study. It is critical 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 of DKH projects in Somalia and recommendations shall be given. It is expected that best fit practices found are documented and used to illustrate certain findings.

Prior to the finalization of the evaluation report, the evaluators will present and discuss the findings and recommendations with DKH's Advisory Panel of this evaluation.

5. Evaluation process (timetable)

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

Deadline	Issue
03.09.2021	Deadline for questions. 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 ToRs are posted.
24.09.2021	Deadline for submitting technical and financial proposals
06.10.2021	Selection of evaluation team and signing of contract
Week of 26.-30.10.2021	Kick-off meeting (contract clarification)
12.11.2021	Submission of draft Inception Report
03.12.2021	Final Inception Report
15.01.2022	Submission of draft Desk Study
27.01.2022	Presentation and Discussion of the draft Desk Study as well as of the Theory of Change (ToC)
08.02.2022	Final Desk Study
February 2022- Mid-March 2022	Remote empirical study including online survey, interviews, etc.
12.03.2022	Draft Empirical Study Report
23.03.2022	Final Empirical Study Report

Until 23.04.2022	Synthesis phase and draft of the final evaluation report
06.05.2022	Discussion and presentation of the draft evaluation report
20.05.2022	Submission final evaluation report
End of May 2022	Presentation of the results and recommendations of the evaluation report at Head Office either online by Zoom or in Berlin, depending on the COVID-19 situation

Depending on the proposed methodological design of the evaluation and the composition of the evaluation team, we assume that the evaluation will take 45-55 days. The contract is expected to be commissioned for a period until 31.05.2022.

6. Expected products

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. The inception report shall also define specific selection criteria for the DKH projects to be analysed in depth.

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 must agree to these suggestions within an agreed period of time, as this constitutes a change of contract between the commissioning party (EMVS/EWDE) 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 focuses on the whole DKH programme in Somalia. It has to be written in English and cannot exceed 25 pages (plus annexes). It is expected that the evaluators present a comprehensible overview of humanitarian and development situation in Somalia as well as a first overview and understanding of the DKH Somalia programme, including the reconstructed ToC. The desk study is expected to further clarify the methodology for the empirical study. It must be accepted by the commissioning party.

Empirical study Report

The report of the empirical study focuses on the whole DKH programme in Somalia. It has to be written in English and cannot exceed 30 pages (plus annexes). It is expected that the evaluators present a comprehensible and detailed overview of the projects evaluated, preliminary findings based on the analysis of documents, the adapted ToC and empirical results based on data collected from partner organizations, stakeholders and experts. It must be accepted by the commissioning party.

Final Report and Presentation

The final report shall be written in English and should not exceed 40 pages including an executive summary (plus annexes). It must be accepted by the commissioning party.

After presenting the draft report, the evaluation results and recommendations shall be presented and discussed with representatives of DKH either virtually by Zoom or in Berlin, depending on the COVID-19 situation.

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 Somali, if possible).

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

7. Key qualifications of the evaluators

The evaluation team should consist of one international evaluator and at least one evaluation expert from the project region (preferably with residency and work permission in Somalia). At least one of the evaluators should be female.

Qualifications and expertise required:

- A minimum of 8 years of proven experience in conducting country programme and outcome level evaluations as sole evaluator or team leader and hands-on long-term experience at the field level, preferably in Somalia or the Horn of Africa
- Profound expertise in quantitative and qualitative empirical data collection and analysis methods
- Experience in developing and reconstructing Theories of Change (ToCs)
- Evaluation experience in nexus programming (ideally Triple Nexus) and/ or localization projects is an asset,
- At least 5 years work experience in Humanitarian Assistance in persistent, fragile countries (preferably in Somalia or the Horn of Africa),
- Familiarity with current humanitarian policies and standards,
- Experience with strategy processes of Humanitarian NGOs is an asset,
- 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 be able to conduct interviews in Somali.

8. Content of the evaluator's offer

Questions from interested parties can only be sent by e-mail to the e-mail address below until 03.09.2021. Answers to all questions submitted will subsequently be published in a document on the homepage of Brot für die Welt <https://www.brot-fuer-die-welt.de/material/ausschreibungen-evaluation/> .

Please send your complete offer to the email address mentioned below by **24.09.2021, 23:59 h CET**.

A complete **offer** consists of the following:

- A **technical proposal**, which lays out the evaluation design, specifying methods and instruments to be used to answer the evaluation questions (max. 8 pages)
- A **timetable**
- A **financial proposal** stating precisely the daily fees for each evaluator (disclosing taxes), cost for travel to Berlin and all additional costs. All costs including VAT for each budget line must be set out in the financial proposal (max. 3 pages),

- **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),
- Firm profile, if applicable
- 3 contacts for **references** (including at least 2 references from previous clients of 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 award will be granted to the most economical offer, 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 any questions as well as **your complete offer (1. CVs in a separate pdf and 2. all other documents included in one single pdf file)** by e-mail to:

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Abbreviations:

ACT	Action by Churches Together
C4C	Charter for Change
CHS	Core Humanitarian Standards
CVA	Cash Voucher Assistance
DAC	Development Assistance Committee
DBG	Daryell Bulsho Guud”
DKH	Diakonie Katastrophenhilfe
DRR	Disaster Risk Reduction
EiE	Education in Emergency
EKD	Evangelischer Entwicklungsdienst
EMVS	Results Management and Internal Project Auditing Department
EWDE	Evangelisches Werk für Diakonie und Entwicklung e.V.
MEAL	Monitoring Evaluation Accountability and Learning
OECD	Organization for Economic Co-Operation and Development
ToC	Theory of Change
WASH	Water Sanitation and Hygiene