

Terms of Reference (ToR)

Independent Evaluation of the Aktion Deutschland Hilft (ADH) joint appeal on Yemen

1. Introduction

Aktion Deutschland Hilft (ADH) – Germany’s Relief Coalition is an alliance of 13 renowned German aid organisations founded in 2001. Together they provide humanitarian aid in the case of large catastrophes and emergency situations.

The ADH Bonn office is commissioning an independent evaluation of ADH’s joint appeal on Yemen:

- a) to specifically assess different possibilities and approaches how ADH organisations and their implementing partner organisations are able to work in Yemen, and
- b) to draw recommendations to better support the planning of future programmes and projects in Yemen and possibly for civil war-like and fragile contexts in general.

2. Background

Yemen remains one of the world’s largest humanitarian crises. More than 7 years of armed conflict has caused tens of thousands of civilian casualties, displaced over 4 million people and made around 23 of the 29.8 million Yemenis in the country depend on humanitarian assistance to survive.

Approximately 17.4 million people are affected by hunger. Of them, around 3.5 million children, women and men are acutely malnourished. Natural hazards continue to aggravate the crisis, with torrential downpours, recurrent flooding, desert locust infestations and the depletion of natural water sources. COVID-19 also remains a health threat in Yemen, with only 2.1% of Yemen’s population at least partially vaccinated by September 2022. Beyond the direct health and mortality risks posed by COVID-19, fears and stigma associated with the disease are reportedly also discouraging people from seeking treatment for other health concerns and from accessing other services.

Measures introduced to mitigate the spread of COVID-19 have caused interruptions to various vital services, including for nutrition, protection and education. Substantial devaluation of the Yemeni rial contributed to the further worsening of Yemen's economy in 2021, driving up the prices of essential goods and services including food, fuel and healthcare.

Escalation of conflict, ongoing insecurity, embargoes and a collapsed economy have pushed an estimated 80% of the population below the poverty line. The protection environment throughout the country remains dire, and civilians keep bearing the brunt of the conflict with an increased adoption of harmful coping strategies¹.

In 2016, ADH launched a joint appeal to support the affected population. Since then, around 16.6 million EUR have been raised from which organisations could request funds for their humanitarian responses.

ADH member organisations have been supporting the people in Yemen for more than five years now. As of today, the organisations continued providing humanitarian assistance, while focussing on food security and health with supporting measures related to disease control and prevention, or distributing essential drugs to health care centres. The operating environment – however – remains restricted and is characterised by challenges in terms of humanitarian access and insecurity.

For more information, refer to: <https://www.aktion-deutschland-hilft.de/de/hilfseinsaetze/hungerkatastrophe-jemen/> (German only).

3. Purpose, key evaluation questions and general aims of the evaluation

ADH aims to ensure quality in its work and thus builds on a strong culture of joint learning and lessons learnt. As such, ADH is committed to review its joint appeals through external evaluations.

¹ Sources: <https://www.unhcr.org/yemen.html>; <https://reliefweb.int/report/yemen/yemen-humanitarian-needs-overview-2022-april-2022>; <https://covid19.who.int/region/emro/country/ye> [Accessed: 19/09/2022]

3.1. Purpose of the evaluation

Working in Yemen remains very restricted and is characterised by extensive challenges in regard to access and insecurity for all humanitarian actors.

An effective risk management is therefore paramount both to local staff and to programme participants. It is a crucial element in order to uphold and continue project and programme activities and services in complex and challenging settings. Humanitarian security risk management allows greater access to and impact for crisis-affected populations through the protection of aid workers, programmes, and organisations, critically balancing acceptable risks with programme activities.

Despite the fact that all member organisations are aware of risk management approaches, there is still not enough information available on security risk management systems, successful approaches, lessons learnt, and best practices of effective risk management with a focus on protection, safety and security issues.

The objective of the present evaluation is therefore to analyse how ADH member organisations and their partners are able to work in Yemen while identifying and assessing different approaches and possibilities in carrying out programmatic activities. Lastly, recommendations will be drawn on the most effective risk management practices.

To enhance the quality in the planning of future programmes and projects the aspect of learning is of particular importance for this evaluation.

3.2. Main questions / relevant aspects to be taken into consideration in the evaluation

The evaluation will address two Key Evaluation Questions (KEQs).

KEQ 1: Identify existing risk management approaches focusing on protection, safety and security issues within ADH member organisations and their partners.

KEQ 2: Assess the different use of approaches, methods and strategies in carrying out programmatic activities to properly address protection, safety and security issues.

Following sub-questions are conceivable but not exclusive:

- What are the different elements of a risk management framework?
Describe its effectiveness, probable challenges, risks and mitigation measures:
 - when applying different risk management approaches and related techniques to deal with existing types of risks,
 - when working on risk identification and analysis, risk assessment, monitoring and risk transfer (physical, reputational, quality, capacity development),
 - when working directly with local partner organisations and/or local partners (such as in communities, with volunteers, programme participants, marginalized groups, local authorities).
- How and to what extent are – among others – socio-cultural, economic and/or political contexts taken into account, applied and implemented? (provide examples)
- How consistently and effective are these different approaches documented, in place and applied by ADH member organisations and their partners? Explore how security risks are understood, negotiated and managed.
- Which (innovative) approaches, (new) technologies and proven (effective) practices can be identified and described?
- In which way concerns are addressed to overcome barriers to the implementation of relevant policies, procedures, and structures?
- What are the key aspects of good security risk management?

The KEQs should be addressed with special, but not exclusive, consideration of the OECD/DAC criteria of effectiveness and efficiency.

As specific references

- existing international recognised risk management guidelines and platforms,
- the Core Humanitarian Standard on Quality and Accountability (CHS) on staff support to do their job effectively and equitably (#8) and strengthens local capacities (#3), and
- the 2018 Sphere Handbook should be taken into account.

Gender and protection as cross-cutting topics need to be especially discussed.

The KEQs listed above are to be considered as guiding questions only and the evaluation team is not limited to them. The refining and further elaboration of the questions should be done by the evaluation team, which will propose a matrix of detailed evaluation questions. The final evaluation questions will be discussed and agreed upon through consultation with the ADH Bonn office and the organisations participating in the evaluation.

3.3. General aims of the evaluation

The aims of this evaluation are to:

- better understand the different approaches and possibilities humanitarian organisations are able to work in Yemen,
- identify good practices / proven concepts on risk management and risk transfer,
- identify gaps and obstacles,
- provide “lessons learnt” for future programmatic planning to improve the work of ADH and its organisations,
- propose individual recommendations for organisations participating in the evaluation.

4. Evaluation approach and methodology

Around seven member organisations will participate in this joint evaluation; all are having projects in Yemen.

The evaluation team must adopt a consultative and participative approach to triangulate data.

This will include:

- Briefing by the ADH Bonn office, kick-off workshop (face-to-face workshop planned) and inception report
- Secondary information analysis
 - Desk review of relevant programme and project documents and reports such as proposals, assessments, project budgets, monitoring and assessment reports, organisations’ own evaluations, accountability policies, standards and guidelines for Sphere and CHS, risk management guidelines and policies
- Direct information analysis
 - Interviews with ADH Bonn office and in the participating organisations’ headquarters in Germany
 - Interviews, focus group discussions and/or questionnaires with country/regional offices, local partners, security focal points, beneficiaries, governmental authorities and other stakeholders (balanced mix of quantitative and qualitative methods required; ADH Bonn office will support the selection of adequate interview partners)

- Submission of a draft evaluation report to ADH Bonn office and the evaluated organisations for comments and feedback
- Debriefing workshop (face-to-face workshop planned) with ADH Bonn office and the evaluated organisations led by the lead evaluator to
 - present the draft findings of the draft evaluation report
 - discuss substantive issues emerging from the draft report
 - gather feedback on the findings and on recommendations
- Submission of final evaluation report
- Submission of individual recommendations for all participating organisations

The evaluation should combine evaluation methods and tools based on international standards and guidelines like the Code of Conduct of the Red Cross/Red Crescent societies, the adapted ALNAP and OECD/DAC criteria, the Core Humanitarian Standard on Quality and Accountability and the Sphere Minimum Standards in Humanitarian Response.

5. Deliverables and deadlines

5.1. Proposal outlining methodology and work plan (max. 4 pages)

The proposal outlines the methodology of the planned evaluation and its work plan. It is part of the documents to participate in the second stage of the tender (refer to Chapter 9). The proposal will be used as the basis for the inception report.

Deadline: 11 December 2022, only after invitation by ADH

5.2. Inception report (max. 10 pages)

The inception report sets out the planned approach to meeting the consultancy objectives, methodologies to be used and questions to be answered through reviews and planned interviews. It provides a description on how data will be collected and suggests possible data gathering tools such as questionnaires and interview guidelines.

Deadline: 3 days after the kick-off workshop

The inception report needs the approval of ADH Bonn office and the permanent working group on quality assurance prior to the start of the evaluation.

5.3. Draft evaluation report (for the structure, refer to point 5.4. Final evaluation report)

Deadline: Will be agreed at the kick-off workshop

5.4. Final evaluation report including a summary (max. 35 pages excluding annexes)

The report should include (but is not limited to) the following:

- Executive summary (max. 2-3 pages)
- Evaluation purpose, objectives, and scope
- Methodology (reflection and linking to the TOR and possible constraints leading to deviations from the TOR)
- Findings (related to the objectives of the TOR)
- Conclusions
- General recommendations
- Lessons learnt
- Appendices (including TOR, maps, questionnaires, list of interviewees, and bibliography)

Deadline: Will be agreed at the debriefing workshop

5.5. Individual recommendations for all participating organisations (around 1 page per organisation)

Around seven organisations will participate in the evaluation.

Deadline: Will be agreed at the debriefing workshop

Language

All documents should be written in English.

The evaluation team will directly report to ADH Bonn office.

They will be bound by ADH rules of confidentiality and data protection. All material collected during the evaluation process will be handed over to ADH prior to termination of the contract. The evaluation report and all background documentation will become property of ADH and will be published according to ADH rules and regulations.

The evaluation team will not be allowed to present any of the analytical results as its own work or to make use of the evaluation results for private publication purposes.

6. Expected timeframe

| Activities | Deadlines |
|--|---|
| Call for motivation letter, CVs, references and work samples of at least one report that was completed for a recent evaluation of a humanitarian programme | 20 November 2022 |
| Closing date for applications (only short-listed candidates) | 11 December 2022 |
| Recruitment of evaluation team | Until 18 December 2022 |
| Kick-off workshop (face-to-face workshop planned in Germany) | 12 or 16 January 2023 |
| Inception report | 3 days after the kick-off workshop |
| Evaluation phase including draft evaluation report | Mid of January – End of February 2023 |
| Debriefing workshop (face-to-face workshop planned in Germany) | Will be agreed at the kick-off workshop |
| Finalisation and submission of evaluation report | Will be agreed at the debriefing workshop |

The evaluation team lead is requested to immediately inform ADH Bonn office if serious problems or delays are encountered. Any significant changes to the evaluation timetable must be approved by the ADH Bonn office.

7. Budget

Offers should include a proposed budget for the complete evaluation, covering all consultancy fees, and any other costs incurred by the evaluation team.

The budget should present consultancy fees according to the number of expected working days over the entire period.

It is anticipated that the evaluation will last 33 – 35 days.

The evaluation team is responsible for its own travel arrangements and insurance.

ADH Bonn office and/or the organisations will support to establish contact with relevant persons (addresses etc.).

8. Qualification of evaluation team

The team should consist of minimum two evaluators and be appropriately gender balanced. Given the difficult working context, a mix of an international evaluator working remotely, and a local evaluator working in the country is proposed.

ADH is open to other evaluation team compositions, but expects a justification.

As a team, the evaluators should have the following skills and experiences:

- Very good understanding of risk management practices, the Core Humanitarian Standard on Quality and Accountability, the Sphere Minimum Standards in Humanitarian Response, and the adapted ALNAP and OECD/DAC criteria, as well as an appreciation of key challenges and constraints to their application in the relevant context.
- Experience in evaluations of humanitarian programmes in crisis, civil war-like, or fragile contexts.
- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations, and prepare well-written reports in a timely manner.
- Excellent writing and presentation skills in English.
- Considerable knowledge of German.
- Knowledge of Arabic (for at least one of the evaluators).
- Knowledge and prior experience of working in the context of the Yemen crisis is a plus.
- Knowledge of multi-methodological approaches (qualitative and quantitative methods) in humanitarian evaluation (as evidenced by recent publications).
- Experience in collecting data from vulnerable groups including adherence to data protection policies and standards.
- Demonstrated capacity to work both independently and as a team.
- Demonstrated cross-cultural skills.
- Knowledge and experience working with ADH is a plus.

9. Tender

Tenders will be accepted by consultants as well as from commercial companies, NGOs, or from academia.

ADH has a 2-stage recruitment process:

- **First stage:**
 - **This call for interest must include the following:**
 - Motivation letter explaining interest and suitability to carry out the requested work (max. 1 page)
 - Team composition and justification (up-to-date CVs of all evaluators proposed, at least two references for each of the proposed evaluators)
 - Work samples of at least one report that was completed for a recent evaluation of a humanitarian programme

- **Second stage:** Short-listed evaluation teams will be invited by ADH to submit a complete offer.
 - **This offer must include the following:**
 - Covering letter explaining interest and suitability for this position
 - Proposal outlining methodology and work plan (max. 4 pages)
 - Comments and suggestions on this TOR
 - Proposed evaluation budget

The final decision on tenders will be taken by ADH, following short-listing and possible interviews. Only short-listed candidates will be invited to submit a complete offer and will be contacted for the next step in the application process.

Deadline for motivation letter, CVs, references and work samples:

Forward motivation letter, CVs, references and work samples **electronically** to Markus Moke (moke@aktion-deutschland-hilft.de) and Sibylle Gerstl (sgerstl@aol.com) by **20 November 2022**.

Deadline for complete offers (after invitation by ADH only):

Forward offers **electronically** to Markus Moke (moke@aktion-deutschland-hilft.de) and Sibylle Gerstl (sgerstl@aol.com) by **11 December 2022**.

Postal address:

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