

## **Saferworld Yemen- Rebuilding Governance in Yemen Programme**

### **Terms of Reference for End of Programme Evaluation**

#### **1. Background**

Saferworld is an independent international non-governmental organisation that operates worldwide in 20 countries across Africa, the Middle East, Asia and Europe to prevent violent conflict and build safer lives. We have been working in Yemen with civil society organisations, institutions and local authorities since 2010. We support women, youth and community groups in their efforts to build social cohesion and respond to the impact of the war.

[Saferworld](#), [Resonate! Yemen](#), [Rowad](#) and [ACTED](#) have been working together on the EU funded, multi-year project – **Rebuilding Governance in Yemen** - to support youth, CSOs and local authorities in the implementation of locally relevant governance and economic recovery and development initiatives. Saferworld, as the lead of the consortium, is seeking the services of an experienced consultant or consultancy team to undertake a final evaluation of the work carried by the consortium, as the project will come to an end in June 2021.

#### **2. Programme objectives and outcomes**

Since Yemen's devastating conflict escalated in March 2015, the country has faced significant economic challenges, widespread insecurity and a deepening humanitarian crisis. Work to ensure a more peaceful future – as well as stronger community resilience - is sorely needed. Groups at the frontlines are helping their communities and holding together a social fabric under immense strain. This includes youth initiatives, civil society organisations and local councils, who are best placed to understand their communities' needs, and who require targeted support to sustain and expand the critical work they are already doing – and will continue to do.

### *Project approach and outcomes*

The project works on two closely connected strands of work – one which prioritises strengthening civil society, with a focus on building the capacity and sustainability of youth and CSOs; and another which prioritises building the capacity of local authorities, focusing on district and governorate level councils.

#### Civil society:

1. Young women and men will be equipped with the skills, knowledge and support to better pursue their own livelihoods, respond to local development needs in cooperation with communities, CSOs and local councils, and engage in relevant district and governorate level policy and governance processes.
2. A diverse group of urban and rural CSOs will be equipped with the skills, knowledge and resources to improve their programming and quality of service provision that contribute to stable and resilient communities.

#### Local authorities (LAs):

3. Local councils in target communities will adopt inclusive and effective planning practices, and will be equipped to support youth and CSOs to respond to community development needs.

### *Project activities*

1. With young women and men:
  - a. Train youth employment and entrepreneurship 'champions' in four governorates and support them to deliver outreach and training to at least a thousand young people. (*Rowad*)
  - b. Establish local economic empowerment initiatives and innovation awards schemes to support young people's business start-ups. (*Rowad*)
  - c. Create youth networking and joint advocacy opportunities, bringing together young people from across governorates. (*Resonate!*)
2. With civil society and civil society organisations (CSOs):
  - a) Map and select rural CSOs in four governorates to receive bespoke support to strengthen organisational capacity and access grants of between \$5,000-\$15,000. (*ACTED*)

- b) Provide grants of €27,000-€45,000 to CSOs for institutional development and for projects that could not otherwise be funded through the Yemen Civil Society Solidarity Fund (YCSSF). (*Saferworld*)
- 3. With local councils:
  - a) Recruit local government youth policy advisers who will work in local councils to strengthen capacity and contribute to policy planning and development. (*Resonate!*)
  - b) Provide tailored capacity building support to local councils in each of the selected governorates, with a focus on community consultations, public outreach and participatory strategy planning. (*Resonate!*)

### **3. Purpose and scope of the evaluation**

The purpose of the evaluation is to assess to what extent the programme met its intended objectives and to draw out key lessons for the consortium partners, programme stakeholders and other external stakeholders on how to improve similar programming or grant management arrangements in the future.

The evaluation of all the work carried out by the consortium is a significant piece of work. Each consortium partner will separately undertake in-depth evaluations of the work they have implemented directly – carrying out primary data collection and analysis for these evaluations is beyond the scope of this ToR. The scope of the ToR for this piece of work is specifically limited to:

1. Assessing and analysing the intended and unintended outcomes of the programme, by collating information from the individual evaluations previously conducted by the consortium partners;
2. Assessing the appropriateness and performance of the working modalities of the consortium itself;
3. Conducting an in-depth assessment of the work implemented directly by Saferworld (see activity 2.b above) and conducting specific research to provide recommendations for future adaptation of the working methodology (with a specific focus on the Yemen Civil Society Solidarity Fund granting system).

The findings of the evaluation will be disseminated to programme stakeholders (youth, CSOs, Las), consortium partners, donor (EU) and the wider development community.

#### **4. Key evaluation questions**

The main evaluation questions are noted below, although we hope to further refine the questions with the evaluator and suggest potential sub-questions to structure the data collection and analysis.

1. On the intended and unintended **outcomes** and the **working modalities of the consortium**:

- 1.1. What are the main intended and unintended outcomes of the project and to what degree were the logframe targets achieved? How significant were the outcomes achieved in relation to the programme's overarching objectives?
- 1.2. To what degree did the consortium working modalities (e.g. coordination, grant management, learning etc.) contribute to beneficial synergies between the different partner programmes/achieve additional outcomes that would not have been achieved if the programmes were not part of the consortium?
- 1.3. To what degree did the working modalities of the consortium facilitate or hinder the effective implementation of partners' individual programming?
- 1.4. How could the working modalities of the consortium be improved in the future to allow for further synergies?
- 1.5. To what degree did the consortium composition contribute to beneficial synergies and what was the added value brought by each partner?

2. On the work implemented directly by **Saferworld** (which is referred to below as the Yemen Civil Society Solidarity Fund (YCSSF)):

*Evaluation Questions*

- 2.1. To what degree has the YCSSF granting method reached its objective to support Yemeni CSOs achieve their own priorities?
- 2.2. To what extent did the YCSSF provide opportunities for Yemeni CSOs to plan to achieve outcomes that they consider important but struggle to finance given other funding opportunities available to them?
- 2.3. What were the specific components of the YCSSF (from the Call for proposals to the final evaluation of the work) which facilitated the achievement of CSOs outcomes? How could these be further enhanced?
- 2.4. What were the specific components of the YCSSF which acted as a barrier towards meeting the objective and other potential positive outcomes?

- 2.5. To what degree were the values/principles considered by SW to underpin the design of the YCSSF reflected in its actual implementation (in processes and behaviours)? The principles being: Yemeni ownership, transparency, partnership and flexibility.
- 2.6. To what degree were values/principles considered most important by the participating and non-participating CSOs reflected in the implementation of the granting method? What were the main overlaps and gaps in terms of values/principles considered important by SW and by CSOs respectively?
- 2.7. How could the YCSSF granting mechanism be further developed to be better suited to meet the priorities of the CSOs and embody the values/principles that are considered important by Yemeni CSOs and SW?

#### *Research Questions*

- 2.8. How could the YCSSF be adapted to fund individual/informal actors?
- 2.9. How could the YCSSF be adapted to allow for the absorption of a diverse range of funding sources- including individual private giving?

## **5. Evaluation methodology, methods and outputs**

### *i) Desk review*

The evaluation will involve a substantial desk review component. Background documentation, data and analysis will be made available to the consultant in the course of the evaluation:

1. Overall consortium level:
  - Consortium partners internal evaluations, except Saferworld (which include outcome harvesting);
  - Key quantitative data on logframe targets;
  - Annual and quarterly reports.
2. Saferworld level:
  - Internal evaluations of the programmes implemented by the 10 CSOs who received grants through the YCSSF
  - Outcome harvesting reports from CSOs
  - Monthly narrative and financial reports from CSOs

Note that while much of the above information will be available at the outset of the consultancy, some (e.g. the consortium partner internal evaluations) may only be finalised after the consultancy has commenced.

In its approach to monitoring and evaluation, Saferworld makes extensive use of the outcome harvesting methodology, as detailed in Saferworld's learning paper [Doing things differently](#). The focus of this outcome harvesting is to interact with various categories of target actors with the aim to establish what changes in behaviour and relationships have taken place as a result of our work and what the significance of those changes are both in the short- and long-term. Outcomes have been harvested by Saferworld and its partners during project implementation. Successful applicants will be expected to engage critically with these harvested outcomes, gathering further data (see below) and carrying out complementary analysis to validate, qualify or reject them, and determining whether other significant outcomes have materialised.

#### *ii) Primary data collection*

For the collection of further data (all to be done remotely), successful applicants will be expected to prepare and submit a methodology plan as part of the evaluation inception, which can then be further developed with Saferworld. Saferworld is open to consultants deploying a mixed-methods approach, however we expect the evaluation to be carried out in a participatory way grounded in collaboration with programme participants and for it to involve at a minimum focus group discussions and key informant interviews. Sampling will be carried out purposively in collaboration with Saferworld, in order to ensure representation of stakeholder and target groups.

The key people who would need to participate in data collection activities include:

1. For consortium evaluation: consortium partners staff (approximately 8 people);
2. For Saferworld evaluation: CSO staff who received grants through the YCSSF, CSOs who applied for the YCSSF but did not receive grants, SW staff, activists, fundraising experts, other Yemeni CSOs and INGOs (approximately 25 people).

## **6. Outputs, timing and management**

The expected outputs are:

1. Data collection, analysis and presentation tools and templates (to be finalized in coordination with Saferworld);
2. Evaluation and research findings validation workshop;

3. Final consortium evaluation report, based on own work and collation and analysis of individual internal evaluation reports (15-20 pages approximately);
4. Final Saferworld evaluation report (15-20 pages approximately);
5. Presentation of evaluation findings.

The proposed workplan, with dates that are subject to change, is as follows:

<b>Dates</b>	<b>Item</b>
By 30 <sup>th</sup> of April	Contracting/onboarding and inception meeting
By 15 <sup>th</sup> of May	Further development and submission of methodology and data collection tools
May - June	Desk review and primary data collection
June	Analysis and validation
By 30 <sup>th</sup> of June	Writing and submission of draft Saferworld evaluation report
By 15 <sup>th</sup> July	Finalisation of Saferworld evaluation report and submission of primary dataset Writing and submission of draft Consortium evaluation report
By 31 <sup>st</sup> July	Finalisation of consortium evaluation report and submission of primary dataset Presentation of evaluation findings

Successful applicants will be expected to participate in an evaluation inception meeting in April. The programme will end on the 30<sup>th</sup> of June 2021. However, the consortium partners will finalize the programme at different times (March, May and June) which means that a staggered approach can be taken to the programme evaluation.

The evaluation will be managed by Saferworlds' Programme Manager. The development and implementation of the methodology and methods should be done in full collaboration between the evaluator and the Programme Manager, who in turn will consult the consortium partners. Successful applicants will be expected to submit a draft evaluation report to Saferworld in advance of the final submission date, to allow time for review and feedback to ensure the evaluation is meeting the specifications laid out in this Terms of Reference.

## **7. Profile of consultant/s**

Saferworld is looking for an individual or a team of evaluators to support this evaluation, who:

- Has a deep understanding of the Yemeni context;
- Has proven experience in the design and implementation of peacebuilding, governance and development programming;

- Has experience working with youth, CSOs and LA in Yemen;
- Has a deep understanding of peacebuilding and development funding sources for Yemeni CSOs and activists;
- Is fluent in Arabic and English; and has excellent English writing skills;
- Has experience in conducting evaluations using participatory methods (outcome mapping, harvesting, contribution analysis, systems thinking);
- Has strong qualitative data research skills;
- Is sensitive to the projects' principles (partnership, participation, gender equality).

## **8. How to apply**

Interested candidate/s should submit:

- Expression of Interest outlining motivation, relevant experience and suitability for the consultancy (max 1 page);
- An outline of the methodology proposed for the assignment (max 2 page) for both the Consortium evaluation and Saferworld evaluation and research questions;
- Latest CVs of all team members and a proposed team structure;
- Contact details for two referees;
- An indicative financial proposal, including details of daily rates and expected data collection costs (acceptable daily rates up to 250-350 GBP).

The application should be sent to: [jobs@safeworld.org.uk](mailto:jobs@safeworld.org.uk) by the **1<sup>st</sup> of April 2021**. Your e-mail must have the subject heading indicating – **D032 Evaluation**. Only shortlisted candidates will be contacted.