



## Terms of Reference

*Evaluation of the relevance, effectiveness and sustainability of the Program of DVV International in Morocco*

Country: Morocco

Financing phase: 2017 – 2019

Evaluation period: 2014-2019

Date of publication: 20.02.2019 (ToR in English)

### 1. Introduction

DVV International is the Institute for International Cooperation of the Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association. DVV represents the interests of approximately 920 adult education centres (Volkshochschulen) and their state associations, the largest service provider of continuing education in Germany. As the leading professional organisation in the field of adult education and development cooperation, DVV International has committed itself to supporting lifelong learning for 50 years now. DVV International provides worldwide support for the establishment and development of sustainable structures for a lifelong youth and adult learning and education (YALE). DVV International is financed by the German Federal Ministry for Economic Cooperation and Development (BMZ). The current funding period is from 2017 to 2019.

Funded in a large part by the BMZ for the creation/strengthening of social structures (Sozialstruktur-förderung - SSF), the Institute cooperates with more than 200 partners in more than 30 countries in Africa, Asia, Latin America and Europe. DVV International promotes, together with national, regional and global associations of adult education (AE), lobbying and advocacy activities for the human right to education and lifelong learning. In doing so, DVV International contributes to the United Nations Sustainable Development Goals (SDGs), the Global Agenda for Education (Education 2030) and the UNESCO International Conferences on Adult Education (CONFINTEA).

DVV International supports the exchange of information and interaction between professionals at European and global level through conferences, seminars and publications. DVV International's interventions cover three levels: *first level* – contribution to policies, strategies, standards and norms, as well as funding on national level (macro level), *second level* – institutional capacity building and capacity building of teaching staff (meso level), and, *third level* - the basic model interventions for the population with potential for replication at national, regional, and international level (micro level).

In order to continually improve its work and ensure that they meet the needs of the countries in which DVV works, the Institution regularly evaluates its programs. In this context, DVV International is soliciting applications for an evaluation of our program in Morocco, in accordance with the guidelines and guidelines below.

## 2. Background of the project

DVV International's intervention in Morocco started in 2007-2008, with a partnership with the Department in charge of Literacy under the Moroccan Ministry of National education. From the earliest days, several activities have been undertaken together; trainings have been dedicated to the decentralised services of the administration responsible for the fight against illiteracy, and to civil society-based associations. The implementation of the strategies to combat illiteracy has aroused an interest in instruments and methodologies that had proved successful in other countries where DVV International operated. The Direction for the Fight against Illiteracy had shown interest towards partners that suggested tools different from the ones considered as conventional.

The use of the REFLECT methodology as an adult learning strategy enables target groups to read, write and calculate in their local languages, and to effectively manage their income-generating activities. These new technical and professional skills transferred to communities are part of a sustainability process to strengthen their empowerment. By collaborating with education policy-makers and multipliers strengthening non-formal education for young people and adults, and, finally, supporting diverse target groups to learning various subjects, the Institute contributes to the consolidation of sustainable structures.

In that regard, numerous projects have been initiated in different regions such as studies on the literacy and post literacy trainings conducted by NGOs, which have been undertaken in parallel with an institutional work which has led to the creation of a solid network.

## 3. Objectives of the programme

The following are general objectives of DVV International.

- (1) Adult education offers are improved and multiplied (micro level);
- (2) The technical and institutional capacities of the cooperation partners for carrying out practical activities and for the management of a (EA / ENF) system are reinforced (meso level);
- (3) The inclusion of adult education in policies, poverty reduction strategies and local and national budgets has increased (macro level).

## 4. Activities of the programme

With the objective to sustainably develop social structures for adult education, DVV International's programs aim to have an impact on three levels (micro, meso and macro) in accordance with the above-mentioned objectives. The following indicators underpinning the objectives of the project must be taken into consideration in the evaluation.

*Concerning the objective N ° 1 (micro level):*

"The offers of education of adults are improved and multiplied":

- A State institute for training of trainers is created in Morocco by 2019;
- A qualification framework recognised by the State is developed by 2019.
- By 2017, REFLECT network has put in place a strategy for lifelong training and a strategy for resource mobilisation for its members.
- REFLECT is recognised by the State as an official approach and funded by the State in the Northern regions.

*Concerning Objective N ° 2 (meso level):*

"The technical and institutional capacities of the cooperation partners for carrying out practical activities and for the management of a system (EA / ENF) are reinforced":

- The confederation of UPTs created in 2016 is reinforced in its institutional capacities and the number of women at management level has gone up to 40% by 2019;

- 3 UPTs have developed and applied its methodologies of digital learning by 2019, of which 2 to 3 have been implemented in the framework of direct partnerships with German Adult Education centres (VHS) or The German Confederation for Adult Education Centres (DVV);
- The REFLECT network has raised funds from new donors by 2019, and the results of REFLECT activities are published and spread all over Morocco.

*Concerning Objective N ° 3 (micro level):*

"The inclusion of adult education at the level of policies, poverty reduction strategies and at the level of local and national budgets has increased":

- At least 5 new NGOs/initiatives per year have used REFLECT with the financial support from DVV International;
- By 2019, at least 10 UPTs have offered classes of adult education all through the year;

## **5. Structures of partner organizations**

- At governmental level, the Ministry for National Education MEN, represented by ANLCA, [www.alphamaroc.com/dlca](http://www.alphamaroc.com/dlca), is the line ministerial partner of DVV International.
- DVV International Morocco partners with Lifelong Education Universities or UPTs that are hosted by higher education universities but managed by non-profit organisations and in close partnership with decentralised services of ministries and chambers of commerce as well as with international donors.
- In terms of REFLECT-related activities, DVV International partners with 20 NGOs which are granted a fund to create and nurture REFLECT circles.
- The network for adult education REMADAV (Moroccan Network for Development and Lifelong Learning) located in Fes comprises some of our NGOs partners. Currently, the network is solely backed by DVV International but has been actively raising funds from other donors in the course of the last years.

## **6. Purpose of the evaluation**

Since its start in 2008, DVV International Morocco hasn't conducted a DAC-type of evaluation. The impact of the approaches the project uses have been object of evaluation in the past. Yet, today, with the orientation of the funding agency, BMZ, to think in long-term cycles covering up to 3 funding periods of three years each and to deduct from such a rather visionary approach the main objectives and activities for the funding period of the coming 3 years 2020 -2022, what matters for DVV International today is to reflect on whether the project is rightly targeted:

1. Towards the national and global goals of DVV International,
2. Towards the national policies and strategies of ALE in Morocco and
3. Towards the international goals (SDGs and Agenda 2030) to achieve Education for all and Lifelong learning.

In this context and taking into consideration that DVV International is already active in Morocco since ten years; a decisive question is, if an involvement of DVV International is still needed by the key stakeholders of the adult education system in Morocco at all? And if so, where exactly and how many years/funding periods may be necessary to close still existing gaps?

While this evaluation aims at analysing the relevance, the effectiveness, and the sustainability, in relation to the expected results of the Morocco project at the 3 levels of intervention, it also aims at finding out new directions for the future. The evaluation should give answers to a series of questions included in the following table and pursue with recommendations on the work and commitment of DVV International in Morocco.

The evaluation should use all sources (primary and secondary) and information, analyse and synthesize them, in order to receive high quality data. These data should enable the evaluator to provide evidence-based conclusions and feasible recommendations. The evaluation should explain whether and to what extent the objectives of DVV International have been achieved, from 2014 to date and whether the measures applied are effective and appropriate.

### 7. Guiding questions of the evaluation

The evaluation will follow the DAC (Development Assistance Committee) Principles for Evaluation of Development Assistance, and the guiding questions listed below. All the 5 DAC pillars will not be subject to evaluation though, as it intends to be more narrowly focused.

Guiding questions – specifically for the program in Morocco			
	Micro level	Meso level	Macro level
Relevance	<p>Are the activities that are presently being implemented on the micro level by DVV I still relevant to the needs of the target group?</p> <p>Have the REFLECT related activities of DVV I been successful in terms of changing the living conditions of the target group?</p> <p>Are there any other innovative approaches to reach and assist the target group?</p>	<p>Is DVV I cooperating with the right partners to achieve successful pilot projects on the micro level?</p> <p>Is DVV I cooperating with the right partners to advocate for Adult Education on the macro level?</p> <p>Have the interventions of DVV I been successful to foster the development of its partners in the light of the defined objectives?</p>	<p>Have the pilot projects implemented on the micro level been showcased to relevant stakeholders of the macro level?</p> <p>Are stakeholders on the macro level aware of the pilot activities that have been implemented on the micro level?</p> <p>Do stakeholders on the macro level consider the pilot projects (micro level) relevant for the achievement of governmental development goals?</p> <p>Do stakeholders on the macro level consider the pilot activities for successful and worthwhile to be scaled up in other parts of the country?</p>

<p><b>Effectiveness</b></p>	<p>Have the objectives and indicators on the micro level been achieved?</p> <p>What are the major factors influencing the achievement or non-achievement of the objectives on micro level?</p>	<p>Have the objectives and indicators on the meso level been achieved?</p> <p>What are the major factors influencing the achievement or non-achievement of the objectives on meso level?</p>	<p>Have the objectives and indicators on the macro level been achieved?</p> <p>What are the major factors influencing the achievement or non-achievement of the objectives on the macro level?</p>
<p><b>Sustainability</b></p>	<p>Are the structures set up on the micro level viable and would the activities continue without the support of DVV I?</p> <p>Is there any need for action in the course of the next few years to foster sustainability? (to be specified and brought into a time-line)</p>	<p>Are the non-governmental partners and their networks able to continue their activities without the support of DVV I? What needs to be done to make them more sustainable?</p>	<p>Is the governmental set up on the macro level appropriate to foster the development of Adult Education? What is still missing?</p> <p>What kind of contributions could DVV I make in the future to further assist the Moroccan government to establish a viable AE sector?</p>
<p><b>Future perspective</b></p>	<p>What has not yet been covered in the project implementation and can be considered for a future project phase at the micro, meso and macro levels in terms of partner choice, methodologies for implementation work, choice of subjects, etc.</p> <p>How can the system established by DVV International in this project on the implementation of a good learning system for young people and adults contribute to the efforts of the Moroccan government?</p>		

**8. Target group of the evaluation results**

The target group of the evaluation will be the project management team of DVV International regional and country office, as well as the head office in Bonn, Germany. The results of the evaluation will also be sent to the funding institution in Germany (BMZ) as well as be presented to the partner institutions. It will indeed be used as a key source to critically reflect on the activities and orientations of the project and inform future planning and implementation.

**9. Expected Input / Financial Proposal:**

The indicative TOTAL number of **working days is 30**. Applicants are expected to submit their own proposal for the number of working days, phases of the work, and the distribution

of working days per phase. Please be aware that proposals which exceed this number of working days considerably may not be considered due to budget constraints.

Please take the indicative distribution of working days into account in your proposal and align it with the evaluation methodology. Financial proposals for the evaluation should be as detailed as possible and include all honoraria and eventual interpretation/translation costs, as well as all envisaged travel costs and any other costs (including taxes). Please use the attached template.

## 10. Methodological approach

A combination of primary data collection and secondary data review is expected during the evaluation. Secondary data sources will be made available to the evaluator. The following **secondary documents** will be provided:

- Programme proposals
- Annual programme reports
- Final programme reports
- Mid-term and other kinds of (self)evaluations relevant to the programme
- Partner documents of project implementation (as far as available)
- National policies and strategies on adult education
- Regional policies and strategies on adult education

To collect information from **primary data sources**, interviews with key stakeholders are recommended, including:

- Information sources from within DVV International:
  - Management (including financial management) of regional and country office of DVV International
  - Senior management in DVV International head office
- Information sources on macro level
  - Representatives from national/regional governmental institutions dealing with adult education
  - Representatives from national non-governmental organisations dealing with AE
  - Representatives from other international organisations dealing with AE in Morocco
- Information sources on meso level – stakeholders from partner institutions
  - Trainers and teachers from relevant partner institutions
  - Beneficiaries from partner institutions
- Information sources on micro level
  - Teachers/facilitators of various programmes
  - Participants of various non-formal vocational education programmes of DVV International
  - Possibly, also participants of non-formal vocational education programmes provided by other institutions
  - Families of learners/participants (also from previous years)

Inasmuch as data is available, both qualitative and quantitative data should be collected and triangulated.

## 11. Indicative Timetable

The **indicative timetable** for the evaluation is as follows:

Deadline for clarifications: 27.03.2019  
Deadline of submission of proposals: 03.04.2019  
Selection of candidate: 10.04.2019  
Inception Report (Draft): 18.04.2019  
Field phase: 23.-.04.-05.05.2019  
First draft of evaluation report 19.05.2019  
Final version of Evaluation Report: 27.05.2019

## 12. Tasks of the evaluator/evaluation team

The evaluation team will be expected to fulfil the following tasks:

- Methodological design and planning of the evaluation in communication with DVV International;
- Desk Study of relevant project documentation (application and log-frame, annual plans and reports, other monitoring documents and project reports, teaching and PR material);
- Design of data collection instruments for the field phase;
- Preparation of an Inception Report;
- Conducting of the field phase with participation and involvement of all relevant stakeholders (see above methodological approach);
- Compilation of the preliminary evaluation report, integration of comments, and finalization of the report.

## 13. Deliverables

The following deliverables are expected:

- **Inception report:** The expert/team of experts will present a report providing detailed information about methods and evaluation questions; an operationalization matrix outlining the translation of questions of these ToR into the data collection tools will be expected. This report will be presented to DVV International, discussed and, if need be, amended.
- **Debriefing in the country:** The (team of) expert(s) will present the preliminary results of the evaluation in the DVV International country office, responding to questions and providing any necessary clarifications, documenting the discussion, which will then form part of the final report.
- **Draft evaluation report:** DVV International will receive a first draft of the final report, which will be examined based on the DAC Evaluation Quality Standards and the System Building Blocks. On this basis, comments will be made on the first draft before it is returned to the expert(s). A second draft will then be submitted for further comments and feedback.
- **Final evaluation report:** The final report will consider all comments on the draft report, provide detailed information on the entire evaluation process, and detail all results and recommendations.

The evaluation report should be produced **in English** and submitted to DVV International **electronically**. A respective template for the final report will be provided in the inception phase to the contractor. An executive summary / introductory section must be made available in **French**.

#### **14. Responsible persons at DVV International and logistics**

DVV International Germany will be the contracting authority for this evaluation. The main contact persons will be:

- The Senior Desk Officer for West Africa and North Africa of DVV International in Bonn, Germany,
- The Senior Manager for Monitoring and Evaluation in DVV International head office in Bonn, Germany,
- The Regional Director of DVV International in Northern Africa.

The DVV International regional office in Morocco will provide all relevant documents and support to the evaluator/team of evaluators, and assist in arranging interviews and field visits etc., with stakeholders and partners.

Acceptance of the final report will be by the Senior Manager for Monitoring and Evaluation and the Senior Desk Officer for West Africa and North Africa of DVV International in Bonn, Germany.

#### **15. Qualifications and profile the evaluator/evaluation team**

The consultant(s) should have the following qualifications and experience:

- Have a proven track record of conducting evaluations of development projects (please, provide proof of this experience);
- Be able to demonstrate sound knowledge of evaluation methods and instruments;
- Have good knowledge of the sector of youth and adult learning and education, non-formal education and lifelong learning;
- Have experience of stakeholder participation and transparent knowledge management;
- Be familiar with the national context of Morocco and the regional context of North Africa,
- Have excellent analytical and writing skills;
- Fluency in French and English; Arabic is an asset.

#### **16. Quality standards**

The candidates should propose a suitable evaluation design and methodology, well adapted to the project objectives and TOR for the evaluation, in order to meet the evaluation's goal and objectives.

The evaluation must comply with the following standards and guidelines:

- OECD-DAC Principles for Evaluation of Development Assistance

#### **17. Application**

All interested candidates should submit the following documents:

- a) CV(s) of person(s) to be involved in the assignment in English or French (Please use the template provided);
- b) Technical proposal covering the following aspects (maximum of 5 pages);
  - Narrative overview displaying an understanding of the task
  - Detailed methodology
  - Work Plan, including detailed proposed steps of implementation
  - Consideration of any specific requirements envisaged for the evaluation
  - Internal Quality Management
- c) A detailed financial proposal with **all** expected costs (Please use the template provided and submit with a hand-written signature).



All applications must be sent **on 03.04.2019** to the following e-mail addresses:

- Dr. Thomas Lichtenberg (Senior Manager on Monitoring and Evaluation at DVV International Headquarters in Bonn): [lichtenberg@dvv-international.de](mailto:lichtenberg@dvv-international.de)
- Gerhard Quincke (Senior Desk Officer for West Africa and North Africa at DVV International Headquarters in Bonn) [quincke@dvv-international.de](mailto:quincke@dvv-international.de)
- Donia Benmiloud (Regional Director North Africa at DVV International): [benmiloud@dvv-international.de](mailto:benmiloud@dvv-international.de)
- Said Doukali (National Programme Coordinator at DVV International Morocco): [s.doukali@dvv-international.ma](mailto:s.doukali@dvv-international.ma)

Late submissions will not be accepted.

### **18. Evaluation criteria of proposals**

The proposals will be assessed according to the following criteria:

- **Qualifications of the evaluation team (counts one third)** (based on criteria mentioned above);
- **Technical proposal (counts one third)** (based on criteria mentioned above; all of the above mentioned criteria for technical proposals will be taken into account);
- **Financial proposal (counts one third)** (best cost-service relation; please consider the envisaged total number of working days).

### **19. Request for clarification**

If you should have queries concerning this application process, please send your questions to the contact persons in Section 16 above. The deadline for submitting queries is **27.03.2019**. Answers to all questions will be published on our website (<https://www.dvv-international.de/dvv-international/stellenangebote/>) for all interested parties the following day.