

# Accompanying impact evaluation with comparison group design of four projects in Ethiopia in the framework of the special initiative "One World – No Hunger"

## Terms of Reference

### 1. Introduction

Bread for the World is a worldwide development programme of the national evangelical and free churches in Germany, which works with poor and marginalised people around the world in an effort to improve their living standards. The focus of the work is on food security, provision of education and health, respect for human rights and the integrity of creation. Through lobbying, advocacy and educational work in Germany and Europe, it seeks to influence political decisions in favour of the poor and raise awareness of the need for sustainable living standards and economic activities.

In the framework of the Special Initiative "One World – No Hunger" (SEWOH), Bread for the World, with funding from the Federal Ministry for Economic Cooperation and Development (BMZ), donations and church funds is implementing projects aimed at food security, sustainable agriculture and soil rehabilitation

### 2. Subject of the evaluation: Four SEWOH projects in Ethiopia

Bread for the World has been working with church and non-church partner organisations in Ethiopia for several decades. The portfolio currently comprises 49 projects in implementation with 18 partner organisations in every region of the country. The regional office of Bread for the World in Addis Ababa maintains close contact with the partner organisations and supports them in project management and outcome and impact orientation. The first SEWOH project in Ethiopia started in 2016.

The four projects to be evaluated are being implemented by various partner organisations in various regions of the country and their respective duration, from 2018 or 2019 on, is 4 to 5 years. The projects shall be accompanied with an evaluation design from the beginning of 2019. A quasi-experimental design with comparison peer groups and three measurement time points shall be used as the evaluation design: first measurement (delayed baseline –  $t_1$ ), mid-term review ( $t_2$ ) and final measurement ( $t_3$ ). The accompanying impact evaluation shall use the reviews from the various measurement points of the target and comparison groups as well as assess the projects comparatively in the framework of the developed overarching impact model. Ethical considerations concerning the formation of comparison groups shall be addressed through an appropriate process that is to be defined in close cooperation with the regional office and the partner organisations.

The projects are linked through the fact that they are all carried out in the framework of the SEWOH Initiative and have comparable project goals, target groups and strategies:

1. The Ethiopian Orthodox Church Development and Inter Church Aid Commission (EOC-DICAC) is implementing a project on food security and sustainable use of church and monastery woodland with 8,265 households in the Amhara and Tigray regions from 01/2018 to 12/2022, with funding of €1,300,000.
2. EOC-DICAC is also carrying out a project in Tigray with 2,700 households in the kebele, aimed at strengthening the resilience of rural households threatened with food shortages and rehabilitation of their soils. The duration is from 12/2018 to 11.2023, and the budget is €1,625,000.
3. The Relief Society of Tigray, REST, is implementing a project in Tigray from 10/2018 to 09/2023 on food security, strengthening resilience and protection of natural resources. The target group consists of 14,000 households in the Kebele, small farmers and landless persons. The budget is €3,000,000.
4. The Ethiopian Evangelical Church Mekane Yesus - Development and Social Service Commission, EECMY-DASSC, is implementing a project in Oromia from 04/2019 to 03/2023 with 24,200 households. The project seeks to strengthen the resilience of households threatened with food shortages, increasing incomes and rehabilitation of soils. The project amount is €3,650,000.

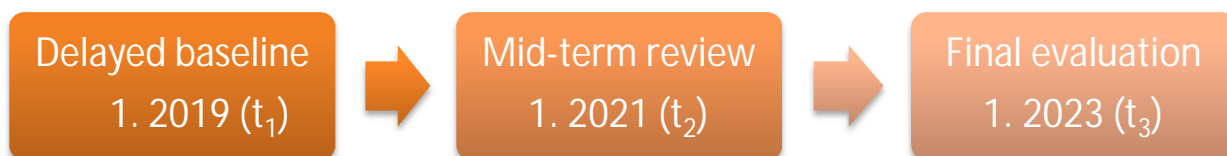
### 3. Aim of the accompanying impact evaluation

The accompanying impact evaluation with comparison group design should seek to strengthen project strategies, improve monitoring and provide for impact measurement at the end of the projects.

1. The underlying impact logic of the projects is assessed and reconstructed. An overarching impact model for all four projects is established.
2. The appropriateness of the project strategies and the implementation design are examined and recommendations for improvement and adjustment during the course of project implementation will be made.
3. The impacts of the projects during the project implementation and at the end of the project for all four projects are identified in accordance with OECD/DAC criteria. Constraining and promoting factors concerning the project impacts, unintended positive and/or negative impacts and external factors which have an impact on the impact logic are captured.
4. Good practices and lessons learned for SEWOH and other applicable projects are highlighted. Thematic exchanges and collective learning process between the partner organisations have been facilitated.
5. With regard to the projects evaluated, selected research questions concerning impact factors in the area of agricultural innovation have been answered and recommendations for future projects and/or guidelines have been formulated.
6. Recommendations for the implementation of and support and advice to SEWOH projects are provided during the course of the project and following completion.
7. An independent assessment for accountability to the public and the BMZ is available.

### 4. Description of tasks

The accompanying impact evaluation with comparison group design envisages three intervention points:



Specifically, the following aspects should be covered in the accompanying impact evaluation with comparison group design:

- 4.1 Description and presentation of SEWOH projects in Ethiopia:
  - Embedding approaches in national and international debates in the area of food security (e.g. around agro ecology and support strategies);
  - Problem identification and description of implementation approach (state of the art?) including environmental analysis of the implemented projects;
  - including risk analysis: influence of internal displacement, conflict, fragility and climate change on the implementation areas and impact on the sponsored projects;
  - including partner analysis (agency, length of partnership with Bread for the World, organisational structure and size, capacities of staff and ongoing training). In cases where organisational assessments have recently been conducted these shall be used as a foundation for the analysis.
- 4.2 Provision of an overarching project impact model for the four SEWOH projects in Ethiopia based on the cause-effect relationship and the underlying assumptions (change theory).
- 4.3 Implementation of a comparison group design.
- 4.4 Documentation of the initial situation of the projects in the framework of a delayed baseline study.
- 4.5 Establishment of overarching project monitoring tools based on the baseline study, which can be used by the partner organisations in the framework of project implementation, where necessary also for specifying targets and indicators.
- 4.6 Implementation of a mid-term review, which shows initial implementation results and allows for the adjustment of project implementation.
- 4.7 Examination of individual projects based on the evaluation questions of the OECD/DAC criteria.
- 4.8 Identification of overarching projects impacts in the SEWOH projects, especially identification of recurring strengths and weaknesses, trends and examples, such as factors contributing to success or failure. Presentation of causes for the impact or lack of impact of various projects in feedback with analysis under 1 in relation to
  - participation of target groups;
  - gender equality;
  - effect of conflict, fragility and climate change;
  - collaboration with other actors.
- 4.9 Identification and answering of selected research questions on impact factors in the area of agricultural innovation and presentation of recommendations for future projects and/or guidelines.
- 4.10 Presentation of potential improvements and recommendations relevant to operations and implementation, firstly for the partner organisation and, secondly, for Bread for the World.

## 5. Surveys in accordance with OECD/DAC criteria

The following questions are subdivided in accordance with the five evaluation criteria of the OECD/DAC and were accordingly specified for the subject of this project accompanying impact evaluation. They should be understood against the background of an evaluation of every project and a comparative overarching project evaluation of the SEWOH projects of Bread for the World.

*The following evaluation questions serve as the basis for the evaluation.*

### 5.1 Relevance

1. How do the projects relate to the relevant strategic reference frameworks/policies from Bread for the World (e.g. food security and gender policy)?
2. To what extent do the impact models of the projects address the core problems and needs of the target group(s)?
3. Are the projects adequately designed to achieve the defined project objectives?
4. Are the implemented activities and the outputs adequate to achieve the project objectives?

*For the Mid-term Review:*

5. What changes have occurred during the project implementation (e.g. at local, regional and national level)?
6. How were the changes dealt with regarding the project design?

### 5.2 Effectiveness

7. To what extent have the project objectives been achieved (or will be achieved until end of project), measured against the set performance indicators?
8. To what extent is it foreseeable that unachieved aspects of the project objectives will still be achieved?
9. How do the activities and outputs of the projects contribute to the achievement of the project objectives (outcome)?
10. Which factors in the implementation contribute successfully to or hinder the achievement of the project objectives?

### 5.3 Efficiency

11. Were activities of the projects implemented cost-efficient?
12. How does efficiency relate to project impact in the different projects?
13. How does efficiency of implementation compare between the projects?
14. Were project objectives achieved on time?

### 5.4 Impact

15. To what extent is it likely that the results of the projects in terms of the project objectives (outcome level) contributed or will contribute to the achievement of the development objectives of the projects (impact level)?
16. What are the alternative explanations/factors for the results observed?
17. Which positive or negative unintended results of the projects can be observed at impact level?

## 5.5 Sustainability

18. What have the projects done to ensure that the results can be sustained in the medium to long term?
19. To what extent are the results continuously used and/or further developed by the target group and/or the partner organisations?
20. To what extent are the results (outcome and impact) of the projects likely to be lasting in the long-term under the given conditions?
21. Which factors have supported or hindered the long-lasting effects of the projects in the long term?
22. How is sustainability assessed with a view to the ecological, economic and social dimensions of project impact based on the three dimensions of sustainability in the Agenda 2030? Were possible synergies between the three dimensions exploited?

## 5.6 Research questions

Two research questions on impact factors in the area of agricultural innovation shall be identified after the desk phase and then investigated in the framework of the evaluation.

## 6. Methods and Standards

It is a requirement that the evaluation standards of the German Evaluation Society (DeGEval) and the principles and standards of the OECD/DAC for a participatory, credible, gender-sensitive and fair evaluation will be observed. Both quantitative and qualitative methods shall be used. Surveys in the field phase shall be participatory in character and promote self-reflection amongst the target groups. The chosen methods shall be inclusive and respect the social and cultural context of the target groups. In the development of the evaluation design and the choice of methods, correct research ethics need to be applied. The documentation for the methodical approach is requested by Bread for the World as a fundamental component of each evaluation report. The evaluation should be guided by the "do-no-harm" principle. Conducting learning and exchange workshops with partner organisations is a central element of the evaluation. Close cooperation with local research organisations/consultancies is desirable.

## 7. Duration and timeframe

The evaluation consists of the following five phases:

1. Design phase
2. Delayed baseline
3. Mid-term review
4. Final evaluation
5. Synthesis phase

During each measurement point the results for the four projects as well as overarching results for this measurement point shall be discussed. The synthesis report shall combine the results from all projects and all measurement points into one overarching report.

### Design phase

The design phase should fulfil tasks 4.1-4.3 of the ToR. This also includes the establishment of precise methodological procedures (including survey tools) for the project accompanying impact evaluation with comparison group design and the specific indicators of action steps for the subsequent field phases. The design phase is planned for end of March to mid-May 2019.

### Delayed Baseline

The delayed baseline should fulfil tasks 4.4-4.5 and 4.9 of the ToR. The delayed baseline is planned for the second quarter of 2019.

### Mid-term review

The mid-term review should fulfil tasks 4.6-4.7 and 4.9 of the ToR. The mid-term review is planned for the second quarter of 2021.

### Final evaluation

The final evaluation should fulfil tasks 4.7-4.10 of the ToR. The final evaluation is planned for the second quarter of 2023.

### Synthesis phase

The synthesis phase should bring the evaluation results for the four projects from the three measurement points together and compare and discuss them in an overarching synthesis report. The phase should relate to tasks 4.8-4.10 of the ToR. The synthesis phase is planned for the last quarter of 2023.

## 8. Outcomes and reporting

The outcomes are summarised in the following table

Deadline	Interim result/outcome
03.02.2019	Expression of interest plus questions
08.02.2019	Circulation of responses to questions raised by interested parties
03.03.2019	Submission of offers
Week 12	Contract clarification meeting in Berlin
10.04.2019	Draft evaluation design report
Week 19	Presentation of draft evaluation design report and workshop around the draft overarching impact model and for the finalisation of the selected research questions concerning impact factors in the area of agricultural innovation
19.05.2019	Final evaluation design report
June 2019	Workshop with partner organisations in Ethiopia on verification of project specific and overarching impact framework as well as implementation of delayed baseline
Week 32	Draft delayed baseline report including the overarching impact model and monitoring tools
Week 34	Presentation of delayed baseline report including final overarching impact model and monitoring tools in Berlin
01.09.2019	Final delayed baseline report

September/October 2019	Workshop with partner organisations in Ethiopia on presentation of results of delayed baseline including final overarching impact model and training on overarching monitoring tools
June 2021	Implementation of mid-term review
July 2021	Draft mid-term review report
August 2021	Presentation of mid-term review report in Berlin
August 2021	Final mid-term review report
September/October 2021	Presentation of results of mid-term review to partner organisations in Ethiopia
June 2023	Implementation of final evaluation
July 2023	Draft final evaluation report
August 2023	Presentation of final evaluation report in Berlin
August 2023	Final evaluation report
September/October 2023	Presentation of results of final evaluation report to partner organisations in Ethiopia
November 2023	Draft synthesis report
December 2023	Presentation of synthesis report in Berlin
December 2023	Final version of synthesis report
March 2024	Learning workshop with partner organisations in Ethiopia
June 2024	Learning workshop with partner organisations in a second country

## 9. Responsibilities and obligations

The requesting department for the evaluation is the East/Horn of Africa Department of Bread for the World. The department Internal Audit and Results Management is responsible for the overall leadership at strategic and operational level. This comprises providing guidance and quality assurance to the overall evaluation process and responsibility for the final acceptance of reports. Technical support for the evaluation is provided by the internal liaison group of Bread for the World. The liaison group takes part in the workshops and presentations of the evaluation. The implementation of the evaluation in Ethiopia will be directly supported by the Regional Office in Addis Ababa.

### Dissemination and use of evaluation results

The evaluation results will be presented to staff of Bread for the World and partner organisations in various formats. Publication and presentation of the results of the evaluation on the Bread for the World website is envisaged. The presentation of the evaluation results in specialist circles is also under consideration.

An implementation plan will be developed by Bread for the World with all participants through the requesting department together with the Regional Office and then implemented.

## 10. Qualification of experts

The expert team/consortium/consultancy/research entity should include a team leader and two or three senior experts. They should work collectively on the project. For special tasks, other experts or supporting persons should be included. An overall collaboration with experts from

the global south is encouraged; during the field studies cooperation with local experts is mandatory. The evaluation team needs to include both women and men and demonstrate comprehensive gender skills.

The experts should fulfil the following requirements as a team:

- extensive methodological skills relating to accompanying impact evaluations of development measures in the field of food security,
- thematic skills; all senior experts need to have a relevant background in the sector,
- experience of working in Africa, preferably Ethiopia
- experience of working with civil society organisations in the South, especially with church organisations/structures,
- extensive evaluation experience,
- very good knowledge of qualitative and quantitative data collection and ICT applications,
- very good knowledge of statistical analysis (Excel, SPSS or comparable software),
- good working knowledge of German and English,
- understanding of the partnership principle of Bread for the World,
- skills in the field of intercultural communication including in the context of conducting field studies.

## 11. Proposals

This announcement is based on a two-stage process. At the expression of interest stage, bidders present themselves. Suitable bidders are invited to submit a bid in a second stage.

### a) Expression of interest:

In a first stage, all interested expert teams/consortiums/consultancies/research entities submit their expression of interest together with their profile. If the expert teams/consortiums/consultancies/research entities have questions about the announcement, they shall submit these together with their expression of interest and their profile. We request that you refrain from telephone questions during that time.

Please send us with your expression of interest:

- 1) An application as expert team/consortium/consultancy/research entity which gives us an indication of your capacities and skills in implementing the contract including relevant career details of all consultants.
- 2) All questions you may have on the ToR.

All interested parties with the general suitability to conduct the accompanying impact evaluation will be invited to submit an offer.

Expressions of interest by 03.02.2019 per email to [friederike.subklew-sehume@brot-fuer-die-welt.de](mailto:friederike.subklew-sehume@brot-fuer-die-welt.de) and [dietmar.maelzer@brot-fuer-die-welt.de](mailto:dietmar.maelzer@brot-fuer-die-welt.de)

Questions asked in the context of the expression of interest will be answered by 08.02.2019 and the answers will be sent to all those qualified to submit an offer.

### b) Submission of offers:

Offers must be submitted by 03.03.2019. A complete offer submission consists of:



- § a technical proposal, which states by what methods the objective of the evaluation is to be achieved, how the team will distribute the tasks between themselves and sets out the timeframe ;
- § a financial proposal stating the fees for the consultants, the estimated travel and ancillary costs and subsistence. All costs including VAT must be set out in the financial proposals.

We reserve the right to conduct telephone or personal interviews with 2-3 bidders in order to reach a decision. Further, we reserve the right to take a decision among the offers received.

Please send the complete offer by email to:

Evangelisches Werk für Diakonie und Entwicklung e. V.  
Stabsreferat Ergebnismanagement und Verfahrenssicherung  
z. Hd. Friederike Subklew-Sehume  
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