

Rosa Luxemburg Stiftung

Centre for International Dialogue and Cooperation

Terms of Reference for Evaluations

- Evaluation within the BMZ programme Southeast Asia -

OUTLINE & STRUCTURE OF THE TERMS OF REFERENCE (TOR)

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1. BACKGROUND, CONTEXT AND RATIONALE OF THE EVALUATION [\[above\]](#)

Rosa-Luxemburg-Stiftung Southeast Asia – Hanoi Office (RLS SEA)

Rosa-Luxemburg-Stiftung (RLS) is one of six major political foundations in the Federal Republic of Germany. Affiliated with the German Left party (Die Linke), RLS nurtures and promotes democratic socialism. We are striving to develop alternative approaches for transforming society toward a more united and just one. With this approach, we are facilitating political analysis, education, and dialogues, both in Germany and worldwide. RLS currently has 26 offices worldwide. In over 80 countries, we are working with partners, including State agencies, academic institutions, and civil society organizations. From RLS Southeast Asia (RLS SEA) – Hanoi Office, we aim to contributing to ensure social, ecological, and political rights for all as well as overcoming unequal power structures by promoting participatory decision-making processes, political exchange and dialogue, leading to a fair distribution of wealth and resources and a healthy environment. To contribute to this goal, we focus on three thematic areas, called components, including component A - Social Justice, component B –Social and Ecological Transformation, and component C- Raising progressive Mekong voices in the ASEAN region. RLS SEA office in Hanoi is geographically working in five countries - Vietnam, Laos, Cambodia, Myanmar, and Thailand with a broader view into the Southeast Asia region. In the evaluation process, partner projects from all components can be evaluated. Detailed information about the components can be found on our website: <https://rosaluxhanoi.org/en/objectives.html>

RLS' understanding of evaluation

RLS' understanding of evaluation is that of a process of organisational learning, which supports the improvement of RLS' conception, steering (management) and execution of its work. The involved partner organisations should be informed about the objectives of the evaluation. If an evaluation is to be successful, everyone involved (RLS staff, representatives from the partner organisations) must participate in the process and be given access to the findings. The evaluator will assume an advisory role, i.e. rely above all on reflection, learning processes, and dialogue. During the evaluation, the evaluator has to adhere to the DAC principles and standards, the DEGEVAL evaluation standards, and the BMZ evaluation criteria.

RLS Hanoi Evaluation Case

The evaluation is aimed at understanding the evolution of the gender strategies of the RLS Hanoi office over the past years and imbedded into the in the Vietnamese context. This means, that special

attention need to be given to the local circumstances, cultural backgrounds and preconditions in the society.

Therefore, the evaluation should look into strategies of the RLS Hanoi Office itself, as well as the involved partner organizations. Analyzing, what the office has done, how it changes over time and giving recommendations for the future. Specific cultural conditions and prerequisites on gender issues in Vietnam will also be reviewed to advocate the evaluation. Thus, the evaluation should provide recommendations for the next program cycle starting 2024 to strengthen the gender and feminist work of RLS Hanoi.

2. PURPOSE AND OBJECTIVES OF THE EVALUATION [\[above\]](#)

Out of the four general evaluation purposes (reporting, institutional learning, knowledge and legitimation), RLS Hanoi office considers institutional learning the first priority and knowledge the second. The office's idea is to improve the partners' projects and find appropriate strategies for the partners and the office.

Besides the evolution of the RLS gender strategy, the evaluation should also look deeper into RLS partner projects and their respective challenges in meeting RLS demands, like implementing quota for female participations in specific event. The evaluation should give suggestions, how to overcome these challenges together.

Since 2021, RLS also has three specific projects in the field of Feminism (with three different partners), which should be evaluated and lessons learned from these projects shall be spelled out for other project work.

The evaluation is regarded as a learning process for RLS Hanoi office and Asia department in Berlin. It supports the next new three year planning cycle of the RLS Southeast-Asia-programme. Its purpose is to help improve the performance of both the office and the involved partners. Lessons learnt from the evaluation will be used to improve the RLS internal strategies, as well as its partners' annual action plan and the joint project implementation.

The intended users of the evaluation are mainly the RLS Hanoi office, but also its Partners. The intended uses are for an improved project planning and implementation in the upcoming years, as well as a more strategic approach towards the field of Feminism. Results of the evaluation may also be of interest for other regional offices of RLS worldwide.

The objectives of the evaluation are:

- Understand how far gender questions have been integrated in the work of the RLS Hanoi office and in the work of partner organisations.
- To improve the RLS-Hanoi internal gender strategies from a feminist perspective and get ideas/recommendations how to implement these strategies.
- Better understanding how far what are lessons learnt from existing feminist projects and how can they be used to strengthen the general gender strategies in the office.

3. SUBJECT MATTER OF THE EVALUATION [\[above\]](#)

The challenges in implementing gender strategies should be analysed between two different kinds of partner organisations (we suggest to evaluate a sample of three partners each):

- 1) Non-governmental organizations
- 2) Academic partners / state partners

As well as on the internal level of RLS regulations / implementation and support for the partners organisations.

Based on qualitative interviews with selected partners, RLS staff, as well as cultural analyses of challenges in the field of gender equality, the evaluation should support RLS planning and project implementation on the Output and Outcome level.

The results should be used to improve the RLS gender work in the short and mid term. RLS Hanoi will prepare a new three year funding cycle for 2024-2026 by conducting a workshop in February / March 2023. This evaluation is an essential step in the strategy improvement, planning and implementation of gender questions.

Besides that, the results should take into account the different situations, challenges of RLS partners (namely NGO and academic partners / state partners), and should develop out of this analysis different approaches for both partner types to meet the RLS requirements.

The Evaluation of the partner projects should focus on the last funding period (2021-2023). For the evaluation of internal changes, we suggest a focus group discussion with the Project Management Team.

RLS should also learn from good practice examples of RLS partners and implement / share these with the broader partner network.

Evaluation questions can be:

1. Gender strategies

- How far have gender aspects been implemented/integrated in the work of the RLS Hanoi office (Partner Projects, own Publications, public image)?
- How can RLS foster/support full implementation of the RLS internal gender strategies?
- Are there any constraints to be considered when implementing RLS internal gender strategies?

2. How to improve and fully implement the RLS internal gender strategies from a feminist perspective?

3. What are lessons learnt from existing feminist projects?

- How far are the existing feminist projects supporting/influencing other projects?
- How can feminist projects be used to strengthen the general gender strategies in the office?

Evaluation questions will be finalized in the Inception Report.

4. EVALUATORS' APPROACH AND OUTPUTS, ROLES AND RESPONSIBILITIES [\[above\]](#)

A German and a local evaluator jointly determine the specific design, the implementation, and reporting of the evaluation.

The evaluators provide a proposal, i.e. the Inception Report. It is based on the Terms of Reference and, if applicable, first interviews and a short study of documents. It provides details of the planned implementation of the evaluation project, the methodological approach, and other steps, including the timeline and a work plan. The Inception Report will be prepared in English.

The evaluators implement a systematic, empirical evaluation study that draws conclusions and provides recommendations that correspond to the purpose and objectives of the evaluation described above.

They prepare a comprehensive evaluation report, which presents the conclusions and resulting recommendations (information about the requirements of the evaluation reports can be found below, see chapter 5). The evaluation report will be provided in English.

The evaluators will also present RLS (office and headquarter) central findings and recommendations in workshops and/or similarly suited formats.

Data collection: Data will be collected in Berlin/Germany and in Vietnam (Hanoi and maybe Ho Chi Minh City). In addition to a complex document analysis, there will be interviews (or questionnaires) with RLS staff, representatives of the target groups, partner organisations or other suitable persons in the respective country. Group discussions and participatory data collection methods are welcome.

Participation: Staff of the RLS regional offices Hanoi and the unit in Berlin has to be involved in the central steps of the evaluation process and the knowledge production.

The RLS Hanoi Project Managers (PM) will support the evaluators in facilitating the interviews and introduce suitable partners. Project managers are also important sources who can explain the evolution of the gender strategies in the office and challenges in working with partners and experts.

RLS and the evaluators would decide together which partners they are talking to, and which partners are exemplary for the two different groups of NGO and State partners. We expect a maximum of nine partner projects that will be evaluated (three partners working on feminism, two to three NGO partners and two to three State partners).

Adherence to professional standards, principles and evaluation criteria is required, i.e. OECD-DAC (2010 a, b) and DeGEval (2001, 2003) standards. The RLS attaches particular importance to standards that ensure the fairness of the evaluation and increase the finding's usefulness and the likelihood that they will be used. The evaluators have to observe the quality requirements.

The evaluation will be mainly carried out in English / Vietnamese. The final report evaluation has to be prepared in English and an executive summary in German.

The RLS regional unit and the regional office provide all available documents (planning documents, applications, reports etc.) and contact details of the partner organisations.

5. REPORT AND ADDITIONAL EVALUATION PRODUCTS [\[above\]](#)

The evaluation report is the central "product" of the evaluation and has to adhere to the following standard structure (unless exceptions have been agreed). It must start with the Executive Summary, which is intended for publication, 4-6 pages) and includes final recommendations for each of the areas to be evaluated. The evaluation report has 30-40 pages.

Standard structure for evaluation reports

I. Summary

Important: Executive Summary for the contracting authority; central findings and corresponding recommendations, including the primary recipients of the particular recommendations

II. Preliminary Remarks

Issues to be addressed: methodology (short description, more detailed in chapter III.), activities, timeframe of the evaluation, set up of the evaluation team, participation of partner organisations in the evaluation

III. Presentation and Rationale of the Evaluation Study Design

More detailed and comprehensible description and justification of the evaluation study design, i.e. methodology, specific proceedings, self-reflection or self-review of the evaluator with regard to the evaluation process, limits/scope of the findings, quality criteria.

IV. Short Description of the of Programme Components within the Framework of the Regional Programme

Idea and concept, functioning, target group, objectives of programme components, integration into the overall RLS programme

V. Short Presentation of Framework Conditions

VI. Results of the Evaluation

Findings / Results of the respective evaluation questions

VII. Conclusions

Conclusions from findings; starting from project-specific (if any) to programme-related to overall conclusions; referring to evaluation questions

VIII. Recommendations

Any recommendations assigned to the underlying findings and primary recipient of the recommendations

IX. Supplementary Remarks

X. Appendix

Work flow, travel itinerary, questionnaire, sources

The Inception Report is another important product, which is to be coordinated with the PME staff unit following preliminary talks and reviewing of records. The Inception Report is based on the TOR and oral, recorded agreements with the CID-RLS' PME staff unit and, if appropriate, with the respective regional unit and/or the CID-RLS regional office. The Inception Report is to be prepared in English.

Other evaluation products to be prepared, for example presentations from the final on-site workshop, minutes of the final discussion, etc. have to be attached to the final report.

If appropriate, publications in internal periodicals (newsletters, RLS newsletters) and publications/presentations in external expert forums can be provided.

In general, the CID/RLS is interested in publishing findings regarding its work and the cooperation with partners worldwide. If one of the parties of this evaluation wishes to publish evaluation findings, data, or information about the evaluation process, this requires the written consent of the CID/ RLS.

6. EXTENT AND FORM OF THE EVALUATION [\[above\]](#)

This evaluation contains both formative and summative elements. The evaluation supports organizational learning and is intended to be incorporated directly into the planning process for the next funding application.

The fieldwork phase will last approximately 10 days and should take place in November. This will be preceded by a comprehensive study of the documentation. Afterwards the evaluators will present an evaluation report with the main results and recommendations (see above).

Due to the COVID-19 pandemic, a field phase in the classical sense may not be possible. The field phase can be conducted digitally or by local evaluators without travelling from the global north.

The evaluation will take place between August 2022 and February 2023. The final evaluation report should be available at End of January 2023 at the latest.

7. TIMELINE AND DATES [\[above\]](#)

Example timeline in table form:

Date	Place	Activity, comments (if any)
06.2022		Preparing Terms of Reference
27.6. – 21.08.2022	Berlin / Hanoi	Tender
Beginning 09.2022	Berlin / Hanoi	Selecting evaluators
10.2022		Inception Report
11.2022	Vietnam	Fieldwork phase
12.2022		Evaluation report draft
01/02.2022		Evaluation report final
03.2022	Berlin	Presenting the evaluation report

8. Ausschreibung [\[above\]](#)

Suche nach einem Gutachter / einer Gutachterin für eine Evaluierung in Südostasien

Die Rosa-Luxemburg-Stiftung (RLS) sucht eine*n Gutachter*in für die Evaluation des RLS-Regionalprogramms Südostasien.

Die Evaluation wird im Team zusammen mit einer*m Gutachter*in aus der Region auf Englisch durchgeführt und den Zeitraum 2021-2022 betrachten.

Die Evaluation ist formativ ausgerichtet und soll organisationales Lernen unterstützen und einen Beitrag zum bevorstehenden strategischen Planungsprozess des Regionalprogrammes leisten.

Bewerbungen sind als Einzelperson sowie im Team möglich.

Angebot und Fristen

Bitte reichen Sie uns folgende Unterlagen ein:

- ein inhaltliches Angebot über eine Evaluationsstudie entsprechend den Terms of Reference, inklusive Zeitplan
- Honorarkosten gesamt, sowie Tagessätze; Reisekosten werden nach BRKG erstattet (Tagegelder werden nicht zusätzlich erstattet)
- einen ausführlichen und aussagekräftigen CV,
- formlose Erläuterungen zu Ihrer Arbeit und Arbeitsweise, aus denen Ihre Erfahrungen mit der Wirkungsanalyse von Aktivitäten sozialer Organisationen im internationalen Kontext, insbesondere der Politischen Bildungsarbeit und mit diesbezüglichen Evaluierungen hervorgehen
- soweit Sie Erfahrungen mit weiteren wichtigen Aspekten aus unserer Ausschreibung / den Terms of Reference vorweisen können, nehmen Sie bitte auch darauf Bezug

Erwartete Qualifikationen

- Hohe methodische Kompetenz, v.a. in qualitativen und partizipativen Methoden, hohe Analysefähigkeit
- Evaluationserfahrung insbesondere im Bereich politischer Bildungsarbeit
- Erfahrungen mit feministischen Ansätzen in der Bildungs- und politischen Arbeit und deren Evaluation
- Sehr gute Kenntnisse in wirkungsorientiertem PME
- Sehr gute Kenntnisse der englischen und deutschen Sprache
- Vietnamesischkenntnisse sind von Vorteil
- Gute Kenntnisse der Region und seiner Akteure

- Kenntnisse der Arbeit Politischer Stiftungen sind von Vorteil
- Interkulturelle Kompetenz

Unterlagen von Interessent*innen auf Englisch sollen bis zum **21.08.2022** elektronisch bei uns eingehen. Die Auftragserteilung erfolgt bis zum 01.09.2022.

Kontakt

Anja Scherkus

Rosa-Luxemburg-Stiftung

Zentrum für Internationalen Dialog und Zusammenarbeit, Stabsstelle PM&E

Telefon: +49 (0)30 44310-477

Anja.Scherkus@rosalux.org