

INVITATION TO TENDER

RLS SEE is seeking an external evaluator
to evaluate its regional program in Southeast Europe

Rosa Luxemburg Stiftung is seeking an external evaluator for the evaluation of RLS SEE's regional program in the region of Southeast Europe over the period 2012-2016. The evaluation will be a combination of outcome and formative evaluation that shall also strengthen the participation of RLS's partners and contribute to future strategic planning processes.

Bidders should submit the following documents (German or English) as part of their bid:

- Offer for conducting the evaluation study including a work schedule according to the Terms of Reference (ToR),
- Total honorary costs and daily rates,
[travel costs will be reimbursed according to the German Travel Expenses Act (Bundesreisekostengesetz, BRKG), daily allowances/per diems can not be reimbursed]
- Expressive and complete CV,
- Statement regarding your professional experience and working methods, that demonstrates your experience with regard to impact analysis and evaluations of NGO activities in international contexts particularly regarding evaluations of political education activities.

Bidders should fulfill a number of qualifications:

- High methodological competencies,
- Experiences regarding evaluation in international contexts
- Good knowledge about the political situation in Southeast Europe,
- Good understanding of left-wing politics and knowledge about the landscape of left actors in Southeast Europe,
- Very good English language skills, German language skills are of advantage.

Deadline for the submission of tenders is **Monday, 16.05.2016**. Please send your tender via email to belgrade.application@rosalux.org. All bidders will be informed about the awarding decision until 27.05.2016.

In case of questions please contact: Rosa Luxemburg Stiftung Southeast Europe, Wenke Christoph, phone +381-11-3039062, email: wenke.christoph@rosalux.de.

**Centre for International Dialogue and
Co-operation**

Terms of Reference for Evaluation

Evaluation within the German Ministry for Foreign affairs (Auswärtiges Amt - AA)
program no. 2015 20 150 SOE

„Stärkung von demokratischer Partizipation und Dialog über gesellschaftspolitische
Alternativen in Südosteuropa“ (Strengthening of democratic participation and dialogue
on socio-political alternatives in Southeast Europe)
2015 – 2017 (only until date of evaluation)

Outline & structure

1. Background, context and rationale of the evaluation
 - 1.1. A general note on basic RLS evaluation requirements
2. Purpose and objectives of the evaluation
 - 2.1. Mapping of actors in evaluation process
3. Subject matter of the evaluation: focus and evaluation scope
4. Evaluators' approach and outputs (including roles & responsibilities)
5. Report and additional evaluation products
6. Extent and form of the evaluation
7. Timeline & dates
8. Evaluation budget

1. Background, context and rationale of the evaluation

The RLS office for Southeast Europe was established in spring of 2010 in Belgrade. Until then RLS had conducted only a number of limited activities in the region with focused on the reform of the school system in Bosnia-Herzegovina which were implemented by partner organizations and monitored by the RLS Headquarters in Berlin.

In spring 2011 the BMZ program "Strengthening of democratic participation and dialogue on socio-political alternatives in Southeast Europe" was conceptualized by the newly formed office team. It was implemented in the three year period from beginning of 2012 until end of 2014.

The main focus of the program was to contribute to the development of organizational and discursive capacity of left actors in different fields of action in the region. During the implementation of the program the RLS Office developed activities in the whole region of Southeast Europe¹. RLS SEE established itself as a visible institution which is conducting political education measures with clearly marked left-wing orientation. It built a stable structure of partner organizations in Slovenia, Croatia, Bosnia-Herzegovina, Serbia, Macedonia and Bulgaria as well as limited cooperation with counterparts in Romania, Kosovo, Albania and Montenegro.

During spring of 2014 RLS SEE conducted a self-assessment and conceptualized the follow-up program "Strengthening of democratic participation and dialogue on socio-political alternatives in Southeast Europe". This program is financed by Auswärtiges Amt (AA). It started in the beginning of 2015 and will last until the end of 2017.

With some modifications the new AA program builds upon the overall goal and the three main program goals that were developed already in spring 2011 for the BMZ program (see the formulation in the application and result chains of that program). The AA program goals are:

Overall goal: *The program is strengthening left actors from the civil society in their capacity for political dialogue and contributes to the development of alternatives in order to reach social justice and democratization in the region.*

Program goal A1: *Civil society organizations and social movements that represent workers, women, Roma and sexual minorities, and that are cooperating with RLS are supported in building their capacities to advocate for social rights through the development of networks and other tools of self-organization.*

Program goal B1: *In the context of the European integration of the region, concrete alternatives to the dominant social, political and economic model, which were developed by democratic and left actors, are distributed and discussed in public and social science.*

Program goal B2: *Researchers, academic and cultural institutions that are cooperating with RLS are enabled to elaborate a differentiated and critical discourse about the history of the left in the region, which finds increased resonance in science and public.*

In its self-assessment in spring 2014 RLS SEE office considered the BMZ program largely successful. Given the unfavorable context for left oriented politics in the region, the RLS program

¹ RLS regional office for Southeast Europe works in Slovenia, Croatia, Bosnia-Herzegovina, Serbia, Macedonia, Montenegro, Kosovo, Albania, Romania and Bulgaria. Greece has an own RLS office. Hungary is part of program region of RLS Warszawa.

made a real difference. It empowered partner organizations to conduct educational measures in different areas which all together contributed to the forming of more visible “new left” in the region.

On the other hand the general political context developed very contradictory. The economic crisis of 2008 had - and still has - a deep negative impact in the region. Politically unarticulated protest movements erupted in a number of countries. At the same time new forms of governance were established that combine a very aggressive neoliberal strategy with nationalist and conservative rhetoric in the context of EU enlargement.

The rationale of the evaluation is to develop a clearer picture of the results and outcomes of the RLS programs since 2011 taking into account the changing conditions of our work in the region. Moreover, RLS SEE wants to find out how RLS program goals and working methods are perceived by political allies and partner organizations. After working in the field for more than five years an external evaluation may contribute to advancing RLS SEE’s program, strategy and methods and to future strategic planning processes. A five year period is enough to track not only outputs but also outcomes of the project activities. The evaluation may help to improve the work of both the RLS SEE office and the partner organizations by reflecting on possible problems that RLS SEE and the partners may not be able to detect themselves.

1.1. A general note on basic RLS evaluation requirements

RLS’ understanding of evaluation is that of a process of organizational learning, which supports the improvement of RLS’ conception, steering (management) and execution of its work. The goals and intentions of any evaluation should be made transparent towards other actors, especially towards partner organizations involved in RLS’ evaluations. A prerequisite for success of an evaluation study is the active involvement of primary stakeholders (most of all: representatives of partner organizations, and RLS staff on different levels) by the consultants/evaluators, as well as the accessibility of results and recommendations to all involved parties. The consultants/ evaluators should follow a ‘counselling’ approach, i.e. strongly focus on processes of reflection, learning, and dialogue. Each evaluation study has to apply the DAC/OECD principles and standards, the DeGEval standards for evaluations, and the BMZ evaluation criteria.

2. Purpose and objectives of the evaluation

The purpose and objectives of the evaluation have three dimensions:

- (1) To gain knowledge how partners, political allies and stakeholders perceive the RLS program and its development.
- (2) To gain knowledge how partners perceive the cooperation and communication with RLS office.
- (3) To gain knowledge in which direction the RLS program should be developed in the future.

The results of the evaluation will be a major contribution to the strategic planning process that will prepare the 2018-2020 AA program, which has to be conceptualized in spring 2017.

2.1. Mapping of actors in evaluation process

Stakeholder	Interest	Activity
RLS SEE Office	Preparation of Strategic planning process in spring 2017 / Advancement of RLS SEE program / Improvement of effectiveness of work	Draft of ToR Discuss ToR with RLS PM&E unit Support awarding the evaluation Provide logistical support to evaluation team Workshops with evaluation team
RLS PME unit	Learning for other programs	Feedback on ToR Awarding the evaluation Responsible for the Management of the Evaluation process Feedback on evaluation study
Partners	Giving feedback & suggestions to RLS / Improvement of effectiveness of work	Discuss with evaluation team during evaluation Discuss results of evaluation
Evaluation team		Discuss the approach of the evaluation with RLS SEE Office and RLS PM&E unit Conduct evaluation Write report Discuss report

3. Subject matter of the evaluation: focus and evaluation scope

The subject matter of the evaluation is the regional program RLS is conducting in the region of Southeast Europe. The evaluation period will be 2012-2016. But the focus will be put on the current AA program that is conducted since beginning of 2015.

All three program goals will be evaluated. The focus will be put on the perception partners and political allies – competent actors/stakeholders from different fields of expertise, e.g. politics, academics, culture, and from different countries of the project region – have regarding the RLS program and work.

The evaluation should produce knowledge about (DAC Criteria in brackets):

1.1. Relevance of the RLS program objectives in the specific and changing socio-political reality in the region in the perception of partners and political allies. (Relevance)

1.2. Review, whether the program in the perception of partners and political allies is developing as an integrated regional program overcoming existing borders in cooperation and communication between left-wing actors in the region. (Relevance)

1.3. Review, whether the process of network building, enabling cooperation and communication between new left actors in the region has positive effects on the political practice and discourses in the respective countries. (Impact, Effectiveness)

2.1. How do partners cope with the administrative demands of RLS?

2.2. Perception of the partners about communication and collaboration between RLS office and partners.

3.1. How do left actors expect us to develop in terms of topics and goals in the future? (Relevance)

3.2. What can RLS further do to support left social movements and actors from academic, cultural and socio-political contexts in the region with the instruments of political education. (Securing Sustainability)

4. Evaluators' approach and outputs (including roles & responsibilities)

In this evaluation study, the design, the conducting of the evaluation and the reporting will be done in tandem by a German consultant/ evaluation expert and a consultant/ evaluation expert based in the program region. Overall responsibility for the evaluation will reside with the consultant/ expert from Germany.

There will be tenders for both assignments. The tender for the German expert will be conducted by RLS PM&E unit. Selection will be conducted by RLS Europe department and RLS PM&E unit in Berlin. The tender for the Regional expert will be conducted by RLS SEE. Selection will be conducted by RLS SEE.

The selected evaluators write a proposal, called Inception Report, for the evaluation based on the Terms of Reference, which gives detailed account of the approach to the inquiry and the related steps, including a time and activity plan.

They implement a systematic, empirical evaluation study, which is providing findings and recommendations in line with the study's purposes and goals as defined above.

The evaluators compile a comprehensive Evaluation Report (info on requirements for the report are given below; see chapter 5), which presents results and related recommendations.

In addition, they give presentations of central results and recommendations to the RLS and to the partner organizations in workshops and/ or similar communication formats.

Data collection: Data will be collected in Berlin/Germany and in the program region. The data collection is based on

- Document analysis
- Publication analysis
- Online questionnaires/interviews with relevant members of partner organizations and political allies
- Two group interviews/workshops with relevant members of partner organizations and political allies: One interview in Zagreb with partners from Croatia and Slovenia, one interview in Belgrade with partners from Serbia and (possibly) Macedonia.
- Group interviews with RLS staff in Belgrade office and RLS headquarters.

Participation of partners/primary stakeholders: Partners need to be involved in key steps of the evaluation process and in the production of knowledge.

Compliance with standards, principles and criteria: Compliance with standards, principles and criteria for evaluation, including the OECD-DAC (2010 a, b) and DeGEval (2001, 2003) is required. Particularly important to RLS are those standards that ensure the fairness of the evaluation as well as those, which increase the usefulness of the results and the likelihood of their use. The responsibility for meeting quality requirements (quality assurance) is with the consultants/ evaluators.

The evaluation process will mainly be conducted in English. The final report will be written by the evaluators in English. The executive summary will be translated by the German consultant into German.

RLS headquarters (Berlin) and RLS Belgrade office will provide all available project documentation (planning documents, reports, etc.), and will provide contacts to partner organizations.

5. Report and additional evaluation products

The evaluation report is a central document and needs to comply with a standard report outline and structure (see below). The report begins with an 'Executive Summary' and contains concluding recommendations on each of the focus areas the evaluation study has covered. The Executive Summary lists the most important steps and experiences in the evaluation process, central research findings and related recommendations with regard to RLS program implementation and management (length: ca. 4 pages).

The evaluation report must follow the following “Standard Evaluation Report Outline and Structure”.

- I. *Summary*
‘Executive Summary’ for ZID management levels (office, headquarter); central findings and corresponding recommendations, including the primary recipients of the particular recommendations
- II. *Preliminary Remarks*
Short description of methodology (more detailed in chapter III.), activities, timeframe of the evaluation, set up of the evaluation team, participation of partner organisations
- III. *Presentation and Rationale of the Evaluation Study Design*
Detailed and reasonable description of the evaluation study design, i.e. methodology, proceedings, critical reflection on evaluation process, limits of findings, quality criteria.
- IV. *Short Description of the Regional Program RLS Southeast Europe*
Idea, concept, target groups, objectives of courses and program component, integration into the overall RLS program
- V. *Short Display of Context*
Summary of program framework
- VI. *Objectives and Social–Political Importance*
Analysis and appraisal of the quality of objectives, achievement of objectives, relevance of program within the social political context
- VII. *Quality of Project Implementation and Management*
Analysis and appraisal of the implementation of measures
- VIII. *Project Outcome and Effectiveness*
Description of results and effects of the regional program of RLS SEE in respect of objectives and sustainability
- IX. *General Conclusions*
- X. *Recommendations*
Recommendation assigned to respective findings and primary recipient of the recommendations
- XI. *Supplementary Remarks*
- XII. *Appendix*
Work flow, travel itinerary, questionnaire, sources, summary (2-3 pages) for each partner project

The second important evaluation product is the ‘Inception Report’. It is written at the evaluation’s early stage, after at least one briefing meeting and, possibly, a shorter desk study (document

analysis). The Inception Report is based on the ToR and on notes from the briefing meeting, which will be attended by the PM&E Staff Unit, CID's Europe Department, RLS SEE regional office and the evaluators. A final agreement on the Inception Report needs to be made with CID's PM&E unit.

Responsibility to assure that primary stakeholders' remarks on the Inception Report are collected is shared between PM&E unit and the consultants/ evaluators.

As a general rule, the full data sets collected during the evaluation study (questionnaires etc.) need to be made accessible to the PM&E unit. If special requirements of data privacy are to be respected, exceptions might be negotiated.

Further products of this evaluation study are:

- At least one workshop with representatives from the RLS office in Belgrade, and (possibly) the RLS PM&E unit at the end of the fieldwork phase.
- Feedback meetings on the process and on intermediate results of the evaluation study.

In general, CID/RLS has an interest to publish findings about its work and its cooperation with partners worldwide. If any of the parties in this evaluation has an interest to publish evaluation results or process information/ data, in any forum including scientific journals, this requires the consent of CID/RLS.

6. Extent and form of the evaluation

The form of the evaluation will be a combination of outcome and a formative evaluation that shall also strengthen the participation of partners. Additionally, there is the aspect of learning about processes.

- Outcome & formative evaluation: We are interested in learning about the perception of the partner about their outcomes and the outcomes of the RLS regional program and how to further develop the program within changing environments.
- Strengthening participation: Partners will have the opportunity to give feedback on the relevance of RLS program goals and are asked for ideas how to develop the RLS program content and goal wise.
- Learning about processes: We are interested in the perception of the partners about communication and cooperation with RLS and fulfilling the administrative requirements.

Suggestions for the design and the methodological approach of the evaluation will be made by the evaluators in the Inception Report.

7. Timeline & dates

Date	Place	Activities	Partners
5.11.2015	Berlin	Preparation of ToR	Head of Office RLS SEE, RLS PM&E, RLS Europe department
1.-4.12.2015	Belgrade	Discussion on ToR during Monitoring Workshop	RLS SEE team
25.4.2016	Berlin / Belgrade	Publishing of Tender	RLS PM&E Berlin, RLS SEE
End of May 2016	Berlin / Belgrade	Selection of Evaluation team	RLS PM&E, RLS SEE
4.7.2016	Belgrade	Meeting with RLS to discuss Inception report	RLS SEE team, RLS PM&E Berlin, RLS Europe department
Beginning of September 2016	SEE region	Field work incl. workshops with RLS SEE, partners, allies (ca. 8-10 days between 5-20 September)	Evaluators, RLS SEE team, selected partners and experts
31.10.2016		Evaluation report is drafted	Evaluators
30.11.2016		Final report English version is finalized	Evaluators
15.12.2016		Executive summary translated into German	Evaluator (Germany)

8. Evaluation budget

The overall budget for the whole evaluation process is estimated with 35.000,- EUR. This amount contains honorarium costs for both (German and regional) evaluators as well as additional costs, such as materials, travel and accommodation costs, meetings etc.

	EUR
Honorarium evaluator Germany	15.000,-
Honorarium local evaluator	10.000,-
Travel and accommodation expenses	5.000,-
Workshops and other costs	5.000,-
TOTAL	35.000,-