

Call for Proposals

Evaluation of the DW Akademie project in Mongolia, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ)

DW Akademie is calling for proposals for the evaluation of its project in Mongolia, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). The evaluation focuses on Management and Leadership (M&L). It invites interested and qualified persons to submit proposals.

1. Introducing DW Akademie

DW Akademie is part of Germany's international broadcaster Deutsche Welle and is Germany's leading organization for international media development. We support free and transparent media systems, quality journalism and media and information literacy in close to 50 countries in developing and emerging countries.

With our projects and as a strategic partner of the BMZ, we strengthen the right to freedom of expression and access to information. We enable people to form their own opinions based on reliable facts and via a free flow of ideas so that they can present their views in social debates. This enables them to play an active and equal part in social and political developments and thus improves their standard of living.

We help to transform and restructure media landscapes after periods of crisis and conflict and contribute internationally to the professionalization of media training and education. We respect the cultural identity of our partners and conduct projects based on mutual agreement. It is important to us that projects have a practical approach and that they are interactive and innovative in nature. We consider our work to be successful when changes and reforms are being demanded by our partners and when partners are prepared to take responsibility for them beyond the time of our cooperation. Human rights are at the heart of what we do.

Our strategies are aimed at structural and sustainable changes to support and enhance free, independent and plural media landscapes. For this, four strategic fields are covered: Political and Legal Frameworks; Qualification; Professionalism and Economic Viability of the Media Sector; and Participation in Society. The interplay of these diverse approaches enables the creation of sustainable structures, which are a prerequisite for freedom of expression and access to information.

In Asia, DW Akademie and its partners are implementing projects in Bangladesh, Cambodia, Kyrgyzstan, Mongolia, Myanmar and Pakistan.

2. The BMZ Project

a) Context and project summary

DW Akademie's project in Mongolia is implemented over a three-year period and will end in December 2020. During the last year of the project, an evaluation is scheduled to take place in time to provide important information for any potential subsequent proposals.

In **Mongolia**, the DW Akademie project focuses on the promotion of investigative journalism/data journalism and the self-regulation of the media. Investigative journalism/data journalism is systematically taught via a variety of various training programs. The curriculum was developed jointly with a project partner. A local center for investigative journalists is supported in the development of innovative business models. With the involvement of civil society actors, a project line for the establishment of an Open Data Community was instigated. The independent media

council is supported in its role as a mediator and as a political voice for freedom of the press and freedom of information. To strengthen legal protection for the media, the media council is offering training and professional advice to lawyers as well as representatives of state institutions. Within the framework of media self-regulation, the media council receives advice on its activities.

b) Project aims

The theory of change of our projects includes inputs (activities), outputs (deliverables) and outcomes (project aims).

The expected outcome of the country project in **Mongolia** is as follows:

Mongolian journalists are supported and strengthened in the independence of their reporting from political and economic interests in a sustainable way.

As part of the Asia regional program, the country project contributes to a common overall regional objective (at impact level):

Disadvantaged population groups, in particular in rural areas, receive relevant information, exercise their rights in a digital media world and play a responsible role in shaping social and political processes.

3. Principles and criteria of the evaluation

The evaluation focuses primarily on the quality of management (Management and Leadership Performance - M&L). It contains a critical analysis with regard to the performance of the project implementing partners, the strengths and weaknesses of the cooperation between DW Akademie and its partners as well as any prerequisites for a culture of shared learning. The aim of the evaluation is to gain new insights as to how DW Akademie can support its partners even better and improve the impact of its projects. DW Akademie has developed its own concept for an M&L evaluation, which is based on the OECD/DAC criteria (relevance, effectiveness, efficiency, impact, sustainability). This concept and its methodology will be shared with contracted evaluators in a workshop at the beginning of the evaluation and will be further developed as part of the assignment.

Evaluations of DW Akademie projects are based on principles that both the contracting authority and the contractor must adhere to. These principles stem from the OECD/DAC and the German Association of Evaluators (DeGEval): impartiality and independence, credibility, usefulness, participation, feasibility, fairness, and accuracy.

4. Evaluation process

All received proposals will be judged according to a fixed set of criteria. Based on this appraisal, an evaluator will be chosen for each project. Following the clarification of the contract, DW Akademie will provide contractors with detailed project information. M&L concept and methodology are conveyed in an introductory workshop. In a kick-off workshop with the project team, the exact procedure and focus of the evaluation are determined. On this basis, the evaluator prepares a five-page Inception Report. In addition to document analyses and discussions with the project team, a field trip of approx. three working days is expected, which is planned in cooperation with DW Akademie and independently carried out and evaluated by the contractor(s). DW Akademie will

reimburse all travel expenses. Per diems are not paid. Usually, evaluators will be supported by either DW Akademie staff or by a local co-evaluator on their field trips.

At the end of the evaluation process, the evaluator delivers an independently written report, which will be the subject to discussion with the project team at the change workshop. The workshop also serves to discuss the conclusions and recommendations of the evaluation and to determine which ones can realistically be put into practice in any future project. All three workshops usually take place in Germany (Bonn or Berlin).

DW Akademie is also looking for an expert in organizational development and evaluation who, in addition to evaluating a country project, will prepare the overall process of evaluations in Asia and support the introductory workshop.

5. Deliverables

The following services are to be rendered on assignment:

- Participation in the following three workshops: introduction to M&L concept and methodology, kick-off workshop with project team, change workshop with project team;
- Inception report (max. 5 pages);
- Preparation and implementation of the field trip (approx. three days in the project country);
- Final evaluation report of max. 15 pages in German or English. This will be accompanied by an executive summary in German and English, consisting of two to three pages as well as an appendix containing additional information that is important for the understanding of the evaluation results. This includes research tools such as questionnaires, interview guidelines and a precise list of the activities carried out for the evaluation. DW Akademie will be responsible for the proof-reading of the executive summaries in English.

6. Application Requirements

a) Applicant's profile

Applicants should have experience in designing and carrying out evaluations within the field of international development as well as in the field of organizational development. They should have proficient knowledge in information and data collection and analysis, as well as excellent analytical skills. Experience in the media sector and in international media development, consultancy of international development projects as well as relevant in-country and regional knowledge is preferred.

b) Proposal format

The proposal should outline a coherent proposal for the design of a formative evaluation focusing on M&L. This proposal is mainly intended to assess the competence and motivation of candidates and is not automatically used as a basis for the upcoming evaluation. In the case of an assignment the methodology and procedure will be discussed and agreed between the evaluator and DW Akademie.

Furthermore, the applicant's own evaluation expertise and experience in the field of organizational development as well as the context in the project region and aim of the evaluation should be described. The exact documents to be submitted are listed below (6c). Proposals from local co-evaluators who wish to provide technical support for the field work as well as offers from evaluator-tandems consisting of local and international experts are possible.

In the covering letter, applicants are invited to indicate whether they would be interested in carrying out an evaluation of one of the other projects that will be evaluated in Asia, giving a short overview of their respective expertise. Overall, each applicant can only be contracted for one evaluation and each evaluation will be awarded separately as they will all be conducted at the same time. There is no claim to conclusion of the contract.

c) Documents

The following documents should be included in the proposal:

- Covering letter, detailing the motivation and eligibility of the applicant for the specific evaluation;

Where appropriate, expression of interest in contributing to the preparation and implementation of the M&L introductory workshop;

- CV, documenting relevant experience as detailed above, including contact details of two referees;
- Proposal for a possible evaluation design with a focus on M&L (max. 8 pages), including a draft time schedule and financial offer with an indication of the honorarium for a total of 20 working days.

7. Timetable, Working Days and Deadlines

Evaluators will be selected by 07.10.2019. The actual evaluation assignment begins on 01.11.2019. A total of 20 working days are planned. The introductory workshop will take place in early/mid November 2019. Kick-off workshops will take place at the end of November/beginning of December 2019. The evaluation trip is scheduled for February/March 2020. The first version of the evaluation report should be available by mid-March 2020. Change workshops are scheduled for the end of March/beginning of April 2020. The final version of the evaluation report should be handed in by the end of April 2020.

Evaluation proposals should be submitted in electronic form only to Nadine Jurrat (nadine.jurrat@dw.com), with Andrea Gellert (andrea.gellert@dw.com) in cc. Deadline for all proposals is September 16, 2019.

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