**RYE3 External Impact Evaluation**

*Terms of Reference – Call for Tenders*

**Project Name:** Rethinking Yemen’s Economy

**Contract type**: Consultancy Agreement

**Award method**: Best price-quality ratio

**Estimated total value**: 12,000 EUR

**Deadline of tender submission**: 23 March 2025, 11 pm CET

**Language**: Tenders must be submitted in English

**Contracting organization**: CARPO e.V.

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# Background

The Rethinking Yemen’s Economy (RYE) initiative, which is nearing the conclusion of its third and final project phase (RYE3), seeks to commission an external impact evaluation of RYE3, with reference to and linkages across all three project cycles: RYE1, RYE2, and RYE3. The primary objective of this evaluation is to assess the impact of RYE outputs across its phases.

RYE is co-implemented by a consortium of three partner organizations: CARPO – Center for Applied Research in Partnership with the Orient (lead partner), DeepRoot Consulting, and the Sana’a Center for Strategic Studies. The project is co-funded by the European Union and the Embassy of the Kingdom of the Netherlands to Yemen.

## Details of the Previous and Final Phase to be Evaluated

***RYE1***was implemented from 03/2017 to 02/2019. It aimed to address the development, social and economic priorities during the ongoing conflict in Yemen and prepare for the post-conflict recovery period by engaging and supporting Yemeni civil society voices as well as other stakeholders to inform a more inclusive, pluralistic and effective vision of economic and development priorities and build consensus on key areas of policy. In pursuit of this objective, RYE 1 brought together Yemeni experts on the economy and development, the “Development Champions” to build consensus on crucial policy areas. The recommendations resulting from these meetings were combined with rigorous research on the topics discussed and then published in the framework of White Papers, Policy Briefs, videos and animations in English and Arabic to address both international and national policymakers and implementing organizations. Furthermore, briefings by the RYE consortium together with representatives of the Development Champions Forum were held for these specific target groups to enhance the impact of the recommendations published.

***RYE2*** was implemented from 03/2019 to 08/2021, with its second half coinciding with the peak of the Covid-19 pandemic. This project phase aimed to contribute to peacebuilding and conflict prevention, (economic) stabilization and sustainable development in Yemen by building consensus in crucial policy areas through engaging and promoting informed Yemeni voices from all backgrounds in the public discourse on development, economy and post-conflict reconstruction in Yemen and by positively influencing local, regional and international development agendas. In RYE2, the Development Champions Forums of RYE1 were continued as were the publication of respective policy papers and the implementation of briefings. New to RYE2 was the addition of local engagement workshops held in Yemen, a greater focus on peacebuilding and conflict prevention efforts as well as the start of a more formal institutionalization process with the aim of setting up the Development Champions Forum as an independent organization to ensure the sustainability of this important advisory body.

***RYE3***: The implementation period of RYE3 spans from 06/2022 to 05/2025, The overall objective of this project phase is to build and sustain advancement towards inclusive and sustainable development and peace in Yemen pursuing two specific objectives: a) enabled inclusive engagement of Yemenis in economic peacebuilding and sustainable development; and b) increased recognition by key actors at national, regional, and international levels (policy makers, international donor community) of the role of civil society to influence crucial policy areas related to sustainable development and economic peacebuilding in Yemen. Building on the successes of RYE1 and RYE2, RYE3 continued the Development Champions Forums and maintained the publication of policy papers and implementation of briefings. However, RYE3 introduced key new components, including the increased use of online platforms for engagement and the promotion of more inclusive participation, especially by women and youth. This was achieved through youth seminars, local engagement workshops held in Yemen, and the formal institutionalization of the Development Champions Forum as an independent organization in Yemen to ensure the long-term sustainability of this vital advisory body. While the objectives (below) and outputs of each project cycle varied slightly, all three aimed to influence crucial policy areas related to sustainable economic development. The objective of this external evaluation is to assess how far this has been achieved since the start of RYE1.

The evaluation will measure the impact of the project in alignment of the below result statements and focus on identifying outcomes that occurred as a result of the intervention and the contributions made; by the quantification of policy influence, **specifically regarding the uptake and use of RYE’s evidence-based recommendations in critical policy areas related to sustainable development and economic peacebuilding in Yemen.**

## RYE Target Groups & Entities of Impact (Final Beneficiaries)

Target Groups:

1. Yemeni Economic and Development Experts: Experienced professionals (women and men) from the public and private sectors, academia, and civil society with expertise in Yemen's economic development. Many have participated in all RYE phases.
2. Yemeni Women: Recognizing their historical marginalization from research, public discourse, advocacy, and decision-making, the intervention aims to amplify women's voices in policy and decision-making related to socio-economic development and peacebuilding.
3. Yemeni Youth: Similar to women, youth have been excluded from these critical processes. The intervention seeks to empower youth to contribute to policies shaping their future.

The final beneficiaries are diverse policymakers and implementers working on Yemen, whose agendas and interventions the project aims to positively influence in various sectors i.e. trade, banking. electricity, local administration, private, public, development etc. These include:

1. Governing authorities and key political actors in Yemen.
2. Yemeni – International Experts and Professionals: broader group in the fields of economy and development (including private/public sectors and civil society).
3. International Organizations: entities like UN Agencies, OSESGY, OECD, World Bank, and IMF.
4. Donor Community: Representatives from countries and organizations providing aid (e.g., Saudi Arabia, Germany, Netherlands, EU, UK, US).
5. Local Authorities in Yemen: Governing bodies at the local level.
6. International NGOs (INGOs): Organizations working on Yemen.
   1. **Evaluation Purpose**

Evaluating the impact of the RYE3 and all three cycles of the Rethinking Yemen’s Economy initiative will be done with reference to all relevant project documents (proposal, logframe, reports etc.) which will be shared with the successful bidder.

Most importantly this impact evaluation will identify how RYE contributed to the medium- and long-term changes by quantifying how large that impact is with emphasis on effects as well as on the search of cause-and-effect relationships between policy and results. It also will acknowledge the logic of attribution (the idea that a change or uptake is solely due to the policy or intervention under investigation) as much as contribution (the idea that the influence of the policy or intervention investigated is just one of many factors which contribute to a change). Therefore, the type of influence that RYE has contributed toward this change must also be identified (expanding policy capacities (with new data and knowledge, authorship), broadening new policy research horizons, affecting policy decision making)

Close collaboration with the Senior M&E Specialist is required throughout the evaluation exercise; particularly to harvest, substantiate, and contextualize results linked to the progress of outcomes and impact across the three RYE project cycles; with verification of key findings and RYE contributions to both policy influence and impact. Based on the impact monitoring conducted and evidence log will also be provided. Data quality assurance protocols must also be agreed upon. Sharing of data collection raw datasets must be done by giving access to the form datasets. Weekly meetings are required to discuss updates and the status of progress.

# Scope & Objective of the Evaluation

The evaluation will examine all outputs, outcomes, and impacts generated by RYE3 and its preceding phases, considering project duration, available resources, and contextual constraints. It will validate the evidence and knowledge produced and used through national and international policy discussions (both formal and informal), research and analysis, and evidence-based arguments used to support advisory services and the development and research of new policy areas. The evaluation is planned to be implemented from 01 April to 6 May 2025 (first draft report submission) and the final impact evaluation report is to be submitted by 13 May 2025. This evaluation also aims to measure the inclusive engagement, contributions, and extent of stakeholder support & influence of RYE outputs. Central to this assessment is the quantification of the uptake and use of RYE’s evidence-based recommendations—evaluating how these recommendations have been applied within key policy areas, notably in sustainable development and economic peacebuilding in Yemen.

## Evaluation Objective

The primary objective of this impact assessment is based on the specific indicator outlined in section 2.1 of the logistical framework, “civil society” being the Rethinking Yemen’s Economy initiative:

**2.1 Percentage of the recommendations elaborated by civil society taken on board (e.g., echoed, reflected, or adopted in donor and/or government strategies, plans, laws, or regulations) by key actors (disaggregated by type of key actor and policy area).**

The evaluation methodology will be adapted to reflect the core focus on impact assessment rather than evaluation of broader project effectiveness. This impact assessment will measure the extent to which the recommendations generated through the Rethinking Yemen’s Economy (RYE) initiative have been considered and incorporated into key policy areas by various actors, including donor organizations, government bodies, and other key stakeholders. It will focus on measuring:

1. Identify the thematic outcomes through a mapping process of RYE recommendations along a results chain to identify how the program is contributing to higher-level results over time and how these outcomes are advancing impact.
2. The proportion of these recommendations that have been acknowledged, integrated, or acted upon in national and international strategies, plans, laws, or regulations.
3. Proportion of women & youth emphasis in thematic recommendations
4. Proportion of women emphasis in RYE recommendations that specifically aim to support civilian post-conflict peacebuilding and/or conflict prevention
5. Proportion of Policy Briefs / RYE recommendations that emphasize diverse societal perspectives, promoting transparency and accountability in governance with CSO engagement.
6. Disaggregation of the adoption of recommendations by type of key actor (government authorities, donor organizations, national or international civil society organizations, etc.).
7. Categorization of the adoption based on specific policy areas / themes (economic stabilization, peacebuilding, and sustainable development, etc.).

Measure Metrics

1. Adoption / echoing of recommendations in policymaking and programming.
2. Increased interest in an issue or proposal: Quantity, quality, clarity, relevance and usefulness of policy proposals.
3. Increased knowledge on an issue: Number of meetings and interactions with policy-makers, profile of engaged civil society organizations, level of satisfaction and demand for information, support or related services, new joint initiatives, diversification of links
4. Increased number of partners supporting an issue: Quantity and profile of new partners; degree of alignment quantity and profile of coalitions; degree of alignment of goals, focus, strategies, etc.
5. Strategic alliances with important partners. Number and profile of cross-sector partners
6. Increased media coverage (e.g., quantity, prioritization, extent of coverage, variety of media, message echoing): quantity and quality of coverage generated.

## Evaluation Questions

In addition to the impact assessment focus, the evaluation will also incorporate the OECD DAC criteria and corresponding change indicator questions (Relevance, Coherence, Efficiency, Effectiveness, Impact and Sustainability) to measure RYE’s evidence-based recommendations’ influence & impact. The consultant(s) will be able to review and revise the questions in consultation with the RYE project consortium as part of the inception phase of the evaluation.

1. **Relevance**

The consultants should review the project thematic output and assess the extent to which the recommendations are aligned with the needs of stakeholders and the context within which the project operates. The following questions should be answered:

* 1. To what extent were the RYE recommendations relevant to the current political, social, and economic context in Yemen, and to the needs of stakeholders (e.g., government bodies, donors, civil society organizations)? *Did the recommendations address pressing issues and align with stakeholder priorities?*
  2. How well have RYE recommendations been aligned with national and international development priorities and strategies, especially in key policy areas such as economic stabilization, peacebuilding, and sustainable development? *Did they align with existing frameworks and strategies?*

1. **Coherence**

The compatibility of the projects’ intervention with other interventions in Yemen. The extent to which other interventions (particularly key thematic areas and policies) support or undermine the intervention and vice versa. The following questions should be answered:

* 1. How well have RYE’s outputs been incorporated into the wider development frameworks and stakeholder policies and programming? *Have RYE outputs influenced broader development agendas? Have RYE outputs influenced policymaking by government authorities in Yemen? Etc.*

1. **Efficiency**
   1. How efficiently has RYE been able to promote the adoption of RYE recommendations by key actors, and to influence policymaking in Yemen? *Cost-effectiveness of strategies used for policy outreach to promote uptake and influence of stakeholder interest.*
2. **Effectiveness**

An assessment of the contribution made by results to the achievement of the project purpose, and how assumptions have affected project achievements. This should include a specific assessment of the benefits accruing to entities of potential impact. The following questions should be answered:

* 1. What evidence is there that the RYE recommendations have influenced policy changes or echoed institutional change within key actors? How effectively have these recommendations been integrated into policy or strategy documents? Policy Content: Specific changes in laws, regulations, or policies. Procedural Change: Changes in decision-making processes, e.g., new participatory mechanisms. Discursive Commitments: References to RYE recommendations in official statements, policy documents, or speeches.
  2. To what extent were Yemeni civil society voices effectively involved – inframing debates: Did RYE provide platforms for civil society to raise new issues? In behavior change: Did civil society actors engage differently in policy discussions as a result of RYE's work?
  3. How effective was RYE in implementing policy outreach campaigns through the right channels and in targeting key actors? Framing Debates: Did RYE raise awareness and shift public discourse? Discursive Commitments: Did campaigns lead to public endorsements or pledges?
  4. To what extent have Development Champions Forum (DCF) discussions and outputs contributed to policy influence on issues of economic stabilization, peacebuilding, and sustainable development in Yemen? Procedural Change: Did the DCF facilitate new forms of dialogue? Policy Content: Did DCF outputs directly inform policy documents or decisions? Behavior Change: Did participation in the DCF change the way key actors engage with policy processes?

1. **Impact**

The effect of the project’s research evidence-based recommendations on its wider environment, and its contribution to the key policy areas or the project’s overall objective). The following questions should be answered:

* 1. What impact has RYE made toward enriching other key actors in high-quality knowledge products of evidence-based research? Framing Debates: Did RYE research contribute to new understandings of key issues?
  2. What are the intended and unintended impacts of RYE’s recommendations of key thematic and crucial policy areas, both positive and negative, at local, regional & international levels of the policy landscape in Yemen? Have these outcomes been sustained over time? *Look for evidence of effects and shifts in discourse, procedures, policies, and behavior.*
  3. Are there any significant changes in the context as a result of the intervention? *How did the context evolve, and what role did RYE play in those changes?*
  4. What recommendations for DCF can be made based on the “lessons learnt” and “good practices”? What worked well in terms of influencing policy, and what could be improved?

1. **Sustainability**

An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended especially through its institutionalized DCF (probability of continued long-term benefits). The following questions should be answered:

* 1. What is the financial and institutional sustainability of the Development Champions Forum (DCF) as a mechanism for civil society engagement and policy influence in Yemen? What actions are needed to ensure its continued influence on policy beyond the project lifecycle? Procedural Change: Can the DCF continue to operate and facilitate dialogue? Behavior Change: Will actors continue to engage with the DCF?
  2. What are the key challenges and successes of implementing the Development Champions Forum as an independent entity? How can its sustainability and capacity to continue influencing policy be strengthened moving forward? *What factors contribute to or hinder the DCF's long-term impact?*

## Evaluation Methodology

The evaluation will employ a mixed-methods approach, combining qualitative and quantitative data collection and analysis, to comprehensively assess RYE's influence and impact; where applicable, use change indicators (framing debates, discursive commitments, procedural change, policy content, and behavior change) and attribute impact appropriately, acknowledging the complex interplay of factors influencing policy change in Yemen. While the RYE consortium suggests a mixed-methods approach, the consultant will finalize the methodology during the inception phase, subject to approval by the RYE consortium. The evaluation will utilize an impact assessment approach as its core method, building upon and validating RYE’s existing evidence of attributed uptake from its monitoring and learning reports.

CARPO will provide the external evaluator with all relevant project documentation. The evaluation will consider the project-specific context and include interviews with implementing partners, stakeholders (including Development Champions), and international and Yemeni policymakers (across the political spectrum). Stakeholder participation will be central throughout the evaluation process, ensuring their opinions, expectations, and perspectives on the project's contributions are captured. Data collection will focus on identifying shifts in public discourse related to RYE's evidence-based recommendations and levels of influence. This will involve analyzing media coverage, policy discussions, and stakeholder interviews to assess whether RYE has successfully introduced new perspectives or reframed existing issues

The methodology must consider participants’ safety throughout the evaluation (including data collection/analysis and report writing) as well as research ethics (confidentiality of data and information collected) and quality assurance (tools piloting, data cleaning). The above-described methodology is indicative, the consultant is expected to provide a detailed methodology and work plan. He/she will also be free to collect additional data to reply to all the research questions.

# Schedule

This assignment is expected to be completed in 6 weeks during the period from 01 April to 12 May 2025. Bidders should provide an evaluation workplan detailing the number of working days required per evaluation activity (see below table).

| **No.** | **Task** | **Working Days** |
| --- | --- | --- |
|  | Review of RYE components, outputs, knowledge products, activities, impact, outreach campaigns, events, implementation workflow, and reporting mechanisms, based on available documentation as well as interviews with implementing partners. RYE M&E data insights and evidence | To be filled by bidders |
|  | Development of an Inception Report, outlining the methodology for data collection and analysis | To be filled by bidders |
|  | Data collection (breakdown timeline for each method/source) | To be filled by bidders |
|  | Analysis of program impact based on the criteria and the corresponding research questions listed above | To be filled by bidders |
|  | Drafting of the Final Evaluation Report | To be filled by bidders |
|  | Finalization of the Final Evaluation Report, taking into account RYE consortium comments on its quality and accuracy | To be filled by bidders |

# Deliverables

The following deliverables should be provided to CARPO, which will then circulate them to the RYE Consortium for feedback. All deliverables should be in electronic version, MS Word/Excel Windows compatible format, and in English. For all deliverables, the external evaluators are expected to underline factual statements using evidence, and to comment on any deviation.

|  |  |
| --- | --- |
| **Deliverables** | **Deadline** |
| Inception Report | End of first week |
| Draft Final Evaluation Report | End of fifth week |
| The final version of the Final Evaluation Report | End of sixth week |

## Inception Report

The inception report shall include the following elements:

* Detailed description of the methodology for the evaluation
  + Data collection methods
  + Data collection tools & sources
  + Sampling of the KIIs / FGDs
  + Approach to quality control
* Data analysis methods
* Revising the Evaluation Questions (if relevant)
* Detailed work plan
* Analysis of anticipated limitations and mitigation measures

## Final Evaluation Report

The final evaluation report should include the following elements:

1. Project Synopsis (1 page max)
2. Executive Summary (2-3 pages max)
3. Methodology (1 page max)
4. Findings (10 pages max)
5. Recommendations (5 pages max)
6. Data repository: Submit all qualitative and quantitative data that was collected and analyzed during the entire process of evaluation in electronic raw and final format.

# Quality Assurance and Reporting

The evaluation team will provide quality assurance mechanisms, to ensure accuracy and reliability of the findings. Regular progress updates will be communicated to the RYE consortium focal point and the Senior M&E Specialist. Any deviations from the work plan or delays will be promptly reported with justifications and corrective measures.

# Budget & Resource Allocation

The evaluation consultant/team is expected to provide a detailed cost breakdown aligned with the deliverables. Ensure the cost-effective use of resources without compromising on quality. Report any additional anticipated costs or resource needs during the evaluation.

# Confidentiality and Data Management

All data collected during this evaluation will be treated as confidential and used solely for the purpose of assessing the impact of RYE. The evaluation team will:

* Securely store all data
* Ensure that all materials safeguard respondent confidentiality.
* Adhere to applicable data protection regulations.

# Consultant Profile

The consultant should have:

* Demonstrated experience of at least 10 years in impact evaluation, particularly in the context of economic peacebuilding and sustainable development in Yemen and the MENA region.
* Expertise in quantitative and qualitative data collection and analysis methods.
* Strong understanding of policy influence analysis and advocacy evaluation methods.
* Must have good connections with Yemeni Local, Regional & International Stakeholders and the Yemeni context
* Excellent written and oral communication skills in English.

# Application Process:

Interested consultants should submit:

* A cover letter outlining their relevant experience and expertise of similar works
* Technical proposal including a proposed methodology and work plan.
* Three references of similar works
* Financial proposal: detailed with cost breakdown aligned with the deliverables
* CV(s) of the proposed evaluation team.

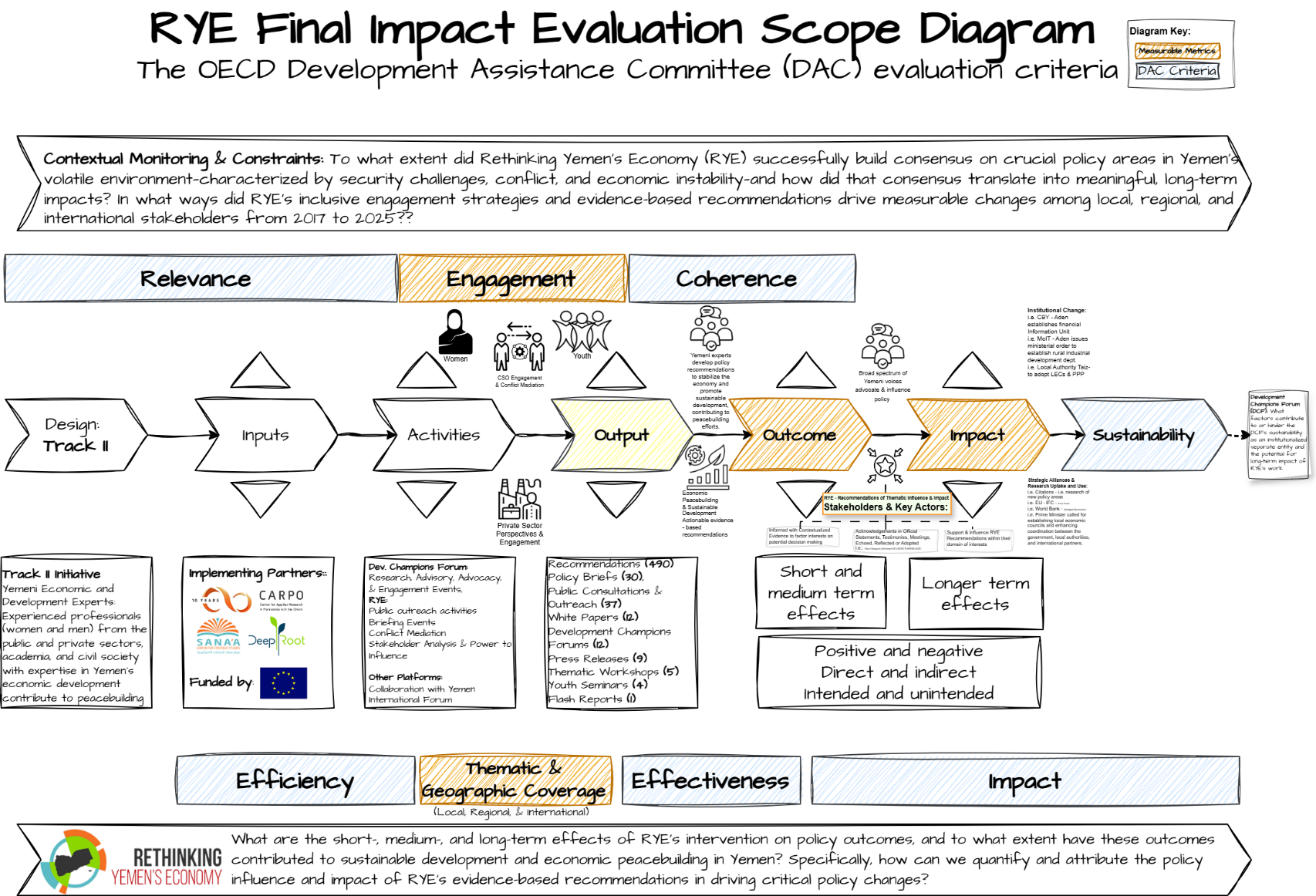
# Proposal Evaluation Criteria:

Proposals will be evaluated based on:

* Proposed methodology and work plan (40%)
* Technical expertise and experience (40%)
* Financial proposal (20%)

# Annexes

## RYE Final Impact Evaluation Scope Diagram



## RYE3 Intervention Logic

**The Intervention’s Impact (Overall Objective)** is to build and sustain advancement towards inclusive and sustainable development and peace. The indicator is: The Global Peace Index; Target: Rank 191 & Score 3.3 (both in 2025).

**The expected Outcomes (Oc) are:**

**Oc1. Enabled inclusive engagement of Yemenis in economic peacebuilding & sustainable development. Indicators are:**

**Oc1.1** Number of invitations received by Development Champions to participate in international meetings (donor coordination structures, OSESGY, Yemen International Forum & EU Track II initiative) related to economic peacebuilding & sustainable development, Target: 30 (2025);

**Oc1.2** Degree of institutionalization of an independent Development Champions Forum (DCF), Target: Registered;

**Oc1.3** Status of the workplan of the DCF, Target: Formulated & approved.

**Oc2. Increased recognition by key actors at national, regional, & international levels (policy makers, international donor community) of the role of civil society to influence crucial policy areas related to sustainable development & economic peacebuilding in Yemen. Indicators are:**

**Oc2.1** Percentage of the recommendations elaborated by civil society taken on board (e.g. echoed, reflected or adopted in donor &/or government strategies, plans laws or regulations) by the key actors (disaggregated by type of key actor & policy area), Target: 10% (2025);

**Oc2.2** Number of policy “measures” developed or revised with civil society organization participation through EU support (matching Global Europe Results Framework (GERF) 2.29), Target: 3 (2025);

**Oc2.3** Number of requests from key stakeholders in the sustainable development & economic peacebuilding in Yemen for inputs from the Development Champions, Target: 15 (2025).

**The foreseen Outputs (Op) are:**

**Op1.1. Strengthened capacities of the Development Champions in conflict mediation. Indicator is:**

Op1.1.1 Number of trained Development Champions that acquire relevant & necessary skills in conflict mediation (disaggregated by sex, age & disability status), Target: 20 (2025).

**Op1.2. Increased exposure of women & young people to the shaping of economic peacebuilding & development agendas. Indicators are:**

Op1.2.1 Number of female participants in the DCF organized with the EU support (matching GERF 2.24), Target: 10 (2025);

Op1.2.2 Number of participants in the local workshops & RYE Youth Seminars organized with the EU support (disaggregated by sex, age & disability status) (matching GERF 2.24), Target: 100 (2025).

**Op2.1. Improved evidence-based research & recommendations on socio-economic & political developments in Yemen. Indicators are:**

Op2.1.1 Number of policy briefs elaborated with the support of the intervention, Target: 12 (2025);

Op2.1.2 Number of recommendations on socio-economic & political developments in Yemen elaborated with the support of the intervention, Target: 120 (2025).

**Op2.2. Raised public awareness among key actors at national, regional, & international levels (policy makers, Development Champions, international donor community) about policy areas related to economic peacebuilding & development in Yemen. Indicators are:**

Op2.2.1 Number of actors participating in the briefing meetings organized with the support of the intervention (disaggregated by type of actor), Target: 150 (2025);

Op2.2.2 Number of downloads of policy briefs produced with the support of the intervention, Target: 3,000 (2025).