**Terms of Reference for External Contractor**

Type of Evaluation Activity, Name of Project/Program, Name of Country

Date of issue

|  |  |
| --- | --- |
| **Type of evaluation** | *State the type of evaluation:* ***end-of-project******evaluation*** *(the project/program is ending);* ***formative evaluation*** *(the project/program is ongoing and lessons are being sought to improve the program for future years);* ***meta-evaluation****; etc.* |
| **Expected evaluation methodologies** | *State the general methodological categories that are expected to be used: quantitative research methods, qualitative research methods or mixed methods (both quantitative and qualitative).* |
| **Number of evaluators** | *State whether only one evaluator or a team of evaluators is requested. Specify the number and briefly specific the skills of each evaluator (if a team). For a team, also state whether applications will be accepted from both individual contractors for one of the team positions and/or from teams of contractors to cover all positions. Finally, state whether only individuals, firms or both can apply.* |
| **Expected start/end dates, number of work days** | *Indicate the expected start and end dates of the evaluation. Also include the expected number of work days. In certain cases, this can be a range (i.e. 20-30 days). For a team, of contractors, specify the expected number of days for each team member.* |
| **Budget** | *Specify a maximum budget* |
| **Deadline for receiving applications** | *State the deadline, usually put at 11:59PM EST on a particular date.* |

1. **Description of project/program to be evaluated** 
   1. **Background and objectives of project/program**

*Provide context which covers the origin and evolution of the project/program, including the start and end date and number of years in operation. Broadly state the project/program’s goal, objectives and expected outcomes, the strategies it is following, and the type of activities it is undertaking to meet its objectives. Describe the causal links between the activities and the achievement of objectives, and present any indicators that have been defined and are being used to measure inputs, outputs and outcomes. Finally, include information on the donor and funding level of the project/program.*

* 1. **Scope and reach of project/program**

*Indicate the geographic scope of the project/program and how this has changed in the past or is expected to change in the future, in addition to the number of beneficiaries reached. Detailed information can be attached as an annex.*

* 1. **Project/program management**

*Provide background information on the respective roles of the American Red Cross, Host National Society and other implementing partners in project/program management. Describe the management structure and indicate the key management positions, including the person(s) responsible for monitoring and evaluation.*

* 1. **Previous evaluation activities**

*Identify any previous evaluation activities, including baseline and endline surveys, and the key findings and recommendations (particularly those that pertain directly to the scope and purpose of the current evaluation), and what actions have been taken in response to previous findings and recommendations. Indicate whether these evaluations are publicly available, give their title and source, and where they are posted on the Web, if applicable.*

1. **Evaluation Overview**
   1. **Purpose of evaluation**

*State the purpose of the current evaluation, including why it is being undertaken at the current time, and the expectations of ARC management for using the information and recommendations generated, such as the following:*

1. *to provide inputs for new strategic directions or implementation design;*
2. *to inform decisions of donors or potential donors on whether to expand financial support; or*
3. *to determine positioning among other similar projects/programs*
4. *compliance with donor rules and regulations or requirements*
   1. **Objectives of evaluation**

*State the objectives of the evaluation, going beyond a restatement of the purpose. Most evaluations have one or several of the following as objectives:*

* *describing and assessing results – intended and unintended, positive and negative ;*
* *assessing the major factors which influence results either positively or negatively;*
* *drawing lessons learned;*
* *receiving recommendations from experts on how to do a better job in meeting the objectives of the program; and*
* *considering to what extent the objectives are still relevant.*
  1. **Main audience and dissemination plan of evaluation**

*Indicate the main audience for the evaluation (field project/program delegates, field management, NHQ technical team, NHQ senior management, donors, etc.) and whether the major emphasis is on accountability objectives or learning objectives. Indicate to whom the evaluation will be disseminated (PNS, IFRC, HNS, External audience), what methods of communication will be used, if dissemination will include a verbal presentation, workshop in addition to the written report. Indicate if the written report will include a summary report and if some stakeholders may receive the summary while others receive the full report. Indicate how beneficiaries and host national society staff and volunteers will receive evaluation results in their language.*

1. **Evaluation criteria and questions**

*State the evaluation criteria and questions to be addressed. Most evaluations address some of the following criteria (sample evaluation questions are listed… these questions are not always appropriate, so please consider them as a starting point). The criteria definitions are usually deleted.*

*In most cases, there should be no more than 7-9 main evaluation questions. These main evaluation questions are the key questions that we are seeking to answer through the evaluation. The answers to these questions—with summary explanations—are usually placed in the executive summary of the evaluation report.*

| **Criteria** | **Main evaluation questions** | **Sub-questions** |
| --- | --- | --- |
| **Outcomes**  *The changes that resulted from the project, whether positive or negative, intended or unintended.*  *Results and outcomes usually refer to more immediate changes, while impact refers to longer-term changes (which usually cannot be measured at project end, but rather months or years after project end).* | 1. **Did the project achieve its intended outcomes?** | * 1. Were there any important unintended outcomes, either positive or negative?   2. What were the main reasons that determined whether intended outcomes were or were not achieved, and whether there were positive or negative unintended outcomes? Which were under ARC control and which not? |
| **Relevance**  *The extent to which the objectives and the design of the project/program are consistent with current challenges and concerns in the sector and with the needs and priorities of beneficiaries.* | 1. **How appropriate was project design?** | * 1. Was this program the most appropriate way to achieve intended outcomes? Were there other, more appropriate ways in which similar outcomes could have been achieved?   2. How did program design compare to programs implemented by other humanitarian actors or other Red Cross societies in the same sector and for the same target population?   3. Are objectives and design still relevant for potential future phases of the program? |
| **Effectiveness**  *The extent to which the project/program has achieved, or is expected to achieve its objectives, taking into account their relative importance.* | 1. **How well were project activities planned and implemented?** | * 1. Were activities implemented as planned? What were the main factors that contributed to whether activities resulted in intended outputs and outcomes?   2. Were quality standards defined, and did activities achieve high levels of quality in implementation? |
| **Efficiency / cost-effectiveness**  *The extent to which the project/program has achieved, or is expected to achieve its results efficiently or at a cost lower than alternatives.* | 1. **How did the project compare to similar projects run by organizations working with the same (or similar) target population, in terms of cost per beneficiary served?** | * 1. Were there any noticeable, verifiable instances of waste or inefficiency? |
| **Coverage**  *The extent to which different target beneficiary groups were included or excluded in the project/program, and how inclusion/exclusion affected results for the different groups.* | 1. **How did actual project coverage compare to expectations and to identified needs?** | * 1. Were there any glaring inequities between program beneficiaries and other members of the surrounding community who were not included in the program? Would a different definition of intended beneficiaries have had different results?   2. Did beneficiaries—in general or for specific groups (such as the elderly or disabled)—encounter any difficulties accessing the program?   3. Were there any established criteria for beneficiary selection and to what extent were they followed if any? |
| **Coordination** | 1. **How well did AmCross coordinate with project stakeholders?** | * 1. Was the division of work, roles and responsibilities between the partners clear and appropriate?   2. What were the challenges and successes of the relationships? |
| **Coherence**  *The extent to which the design and objectives of the project/program took into consideration the humanitarian context in which it was implemented.* | 1. **How well did the project adapt its design and objectives to the prevailing humanitarian context for the target population and in the target sector?** | * 1. To what extent did the program build on or fit into past or existing programs? |
| **Satisfaction** | 1. **How satisfied were project beneficiaries with the project?** 2. **How satisfied was the Haitian Red Cross—including the local branches—with the project?** | * 1. What were the main issues raised by beneficiaries (can disaggregate if necessary) concerning their level of satisfaction with the project?   2. What were the main issues raised by the Haitian Red Cross—including the local branches—concerning their level of satisfaction with the project? |
| **Replicability** | 1. **Is the project replicable in similar/different settings in the same country/other countries?** | * 1. … |
| **Sustainability**  *The extent to which the outcome/benefits arising from the project/program are likely to continue after activities have been completed, or the extent to which the project/program is likely to continue over time.* | 1. **How sustainable were project outcomes?** | * 1. What are the main factors that affect, either positively or negatively, the sustainability of program outcomes?   2. What exit strategies were incorporated into program design? Were such strategies implemented and to what extent did they contribute to sustainability? |
| **Lessons** | 1. **What lessons can be learned that would help inform future projects in the same sector, both in-country and in other countries?** | * 1. … |

***Other evaluation criteria***

*Other issues that are frequently addressed in project/program evaluations are:*

* *Beneficiary inclusion in the project/program cycle*
* *Quality of process/activities*
* *Partnership/collaboration with Host National Society, implementing partners, government, etc.*
* *Compliance with Red Cross principles and other humanitarian standards*
* *Extent to which the project/program is learning internally from its experiences*
* *Progress towards project/program handover to the Host National Society or others*
* *Extent to which protection, gender and inclusion is considered*
* *Context analysis including environment/climate change, conflict analysis, urban setting incorporated into the project cycle*
* *Clarity and coherence of the logframe and the quality of the monitoring system in tracking key indicators*

1. **Scope of work and Evaluation design** 
   1. **Scope of work**

*Provide a general overview of the tasks/activities/systems/resources that the contractor will be responsible for providing. A more detailed list of activities will be placed in the “Expected activities” section below. A list of what the contractor will not be responsible for (such as hiring staff, transportation, etc.) can also be included.*

The contractor will be responsible for the following:

1. …

*The contractor will not be responsible for the following:*

1. *…*
   1. **Methodologies**

*One can either list expected/recommended methodologies to be used, or provide a menu of possible approaches which bidders may draw upon for their proposals. The methods could include, but would not necessarily be limited to, the following:*

1. *Desk review of key documents, including strategy documents, prior evaluation reports, monitoring reports and other documents judged relevant.*
2. *Literature search and review of material on the environment in which the program operates, and recent developments which impact objectives and activities*
3. *Interviews with key project/program staff*
4. *Interviews of representatives of the project/program stakeholders (Host National Society, implementing partners, key informants, past evaluators, donors, etc.)*
5. *Probabilistic sample surveys of selected groups of stakeholders*
6. *Focus group discussions with stakeholders*
7. *Participatory approaches, such as “most significant change”*
8. *Case studies, which usually require site visits to judge the outcomes and impacts*
9. *Physical inspection of some products or facilities and/or measurement of environmental factors affecting results.*
10. *Independent assessment of prior baseline or endline survey/assessments.*
11. *Analysis of results by methodologies such as “before/after” comparison of baseline and endline; or “with/without” comparison with a control/comparison group*
12. *Attendance at beneficiary meetings, workshops, and training activities.*
13. *Review of evaluations and annual reports of other programs in the same sector and with the same/similar target population*
    1. **Discussion of inception report**

*In most evaluations, there will be discussion between the evaluation managers and the selected contractor(s) on the methodology and work plan. This occurs after the contractor(s) have had the chance to review background materials and monitoring data, and after speaking with key project personnel. This discussion can either take the form of an informal exchange of ideas over a select period of time, or the drafting by the contractor(s) of a formal report (this is known as an “inception report”). In this section please specify how and when the discussion will be held.*

* 1. **Logistic and Administrative Support**

*Indicate any requirements which bear on costs (such as presenting final results at NHQ, etc.) and state who will finance them. Be clear on the extent to which any human resources or logistical support will be provided free of charge to the contractor(s) for the evaluation.*

* 1. **Reporting relationship**

The contractor will report to **Person Name**, **Title**, **Department**, who is the designated evaluation manager.

* 1. **Beneficiary participation**

*State any specific expectations on ensuring the adequate participation of different stakeholder groups that have not been covered in the methodology section. For example, the evaluation managers may wish stakeholders who are interviewed to be later informed of findings, or may anticipate special requirements to ensure the ethical treatment of interviewees or the confidentiality of their survey responses. Bidders should be informed of these expectations, since all of these could impact on costs.*

* 1. **International standards & Presentation of evidence**

Standard evaluation and survey methodologies and good practices utilized in the international humanitarian community should be applied. Such resources should include but are not limited to those promulgated by the Active Learning Network for Accountability and Performance and the Organization for Economic Co-operation and Development.

In particular, all findings and conclusions should be based on evidence which is presented in the evaluation report. For sample surveys, detailed information should be presented on the sample design (including sample size calculation, stratification, clustering, allocation, selection, departures from equal selection probability and weighting), the respondent selection methodology, nonresponse rates, and coefficient of variation, design effect and intra-class correlation for all variables. For case studies, the criteria and processes for selecting those cases should be presented.

* 1. **Ethical Guidelines**

It is expected that the evaluation will adhere to ethical guidelines as outlined in the American Evaluation Association’s Guiding Principles for Evaluators. A summary of these guidelines is provided below, and a more detailed description can be found at [www.eval.org/Publications/GuidingPrinciplesPrintable.asp](http://www.eval.org/Publications/GuidingPrinciplesPrintable.asp).

1. *Informed Consent:* All participants are expected to provide informed consent following standard and pre-agreed upon consent protocols.
2. *Systematic Inquiry:* Evaluators conduct systematic, data-based inquiries.
3. *Competence:* Evaluators provide competent performance to stakeholders.
4. *Integrity/Honesty:* Evaluators display honesty and integrity in their own behavior, and attempt to ensure the honesty and integrity of the entire evaluation process.
5. *Respect for People:* Evaluators respect the security, dignity and self-worth of respondents, program participants, clients, and other evaluation stakeholders. It is expected that the evaluator will obtain the informed consent of participants to ensure that they can decide in a conscious, deliberate way whether they want to participate.
6. *Responsibilities for General and Public Welfare:* Evaluators articulate and take into account the diversity of general and public interests and values that may be related to the evaluation.
   1. **Future use of data**

All collected data will be the sole property of the American Red Cross. The contractor may not use the data for their own research purposes, nor license the data to be used by others, without the written consent of the American Red Cross.

1. **Expected activities and Deliverables**
   1. **Expected activities**

*The following is a template to use for key activities (with some examples of activities). A Gantt chart can also be used or attached as an annex.*

|  |  |  |
| --- | --- | --- |
| **Activities** | **Number of days** | **Expected timeline** |
| 1. Desk review, literature search and discussions with key program staff |  |  |
| 1. Develop and submit inception report for approval |  |  |
| 1. Develop data collection instruments |  |  |
| **Total expected work days:** |  |  |

* 1. **Deliverables**

*The following is an example of details on deliverables and deadlines. Indicate the language required for all deliverables and whether they need to be translated, and what role, if any, the evaluators are expected to play in such translations or reviews of the translated text. Also state any page limitations, perhaps allowing for annexes of unlimited length, and indicate whether raw data or any special tabulations are to be provided and in what form.*

|  |  |
| --- | --- |
| **Deliverables** | **Expected deadline** |
| 1. Inception report | June 08 |
| 1. Finalized data collection instruments |  |
| 1. Finalized data collection training tools |  |
| 1. Draft report |  |
| 1. Final report |  |

1. **Obligations of key participants in the evaluation**

*It is useful to detail the obligations of each party in the evaluation, in order to set realistic expectations and accountabilities. The following is an example:*

* 1. **Obligations of the Contractor(s)**

1. *Inform the evaluation manager in a timely fashion of progress made and of any problems encountered.*
2. *Implement the activities as expected, and if modifications are necessary, bring to the attention of the Evaluation Manager before enacting any changes.*
3. *Report on a timely basis any possible conflicts of interest.*
   1. **Obligations of the Evaluation Manager**
4. *Make sure that the contractor(s) are provided with the specified human resources and logistical support, and answer any day-to-day enquiries.*
5. *Facilitate the work of the contractor(s) with beneficiaries and other local stakeholders.*
6. *Monitor the daily work of the contractor(s) and flag any concerns.*
7. *Receive and signoff on deliverables and authorize payment*
   1. **Obligations of the NHQ Technical Team**
   2. *Review and approve the proposed methodology.*
   3. *Provide technical oversight in the review of all deliverables.*
   4. *Provide timely comments on the draft report.*
8. **Required qualifications**

*State the required qualifications expected to be present in the team, and how this information should be presented in the bid or proposal. For the majority of evaluations, both evaluation and sector/thematic expertise should be required. Some evaluations also call for expertise in organizational development, management, statistics and surveys, or participatory assessment methods. State any language or diversity requirements which factor into the selection decision.*

*The following is an example:*

1. *Demonstrated experience in leading evaluations of humanitarian projects/programs*
2. *Demonstrated professional experience in post-disaster/humanitarian environments*
3. *Demonstrated experience in quantitative data collection and analysis*
4. *Demonstrated experience in qualitative data collection and analysis*
5. *Demonstrated experience in training enumerators and in leading focus group discussions*
6. *Technical expertise in project/program sector preferred*
7. *Experience of evaluating similar programs strongly preferred*
8. *Professional work experience in country or region preferred*
9. *Fluency in relevant languages (e.g. English and French) required*
10. **Application and selection details**
    1. **Application materials**

*State what materials make up a complete application. An example of text that be used as a starting point is the following. Note that the “Summary of experience” should be based on the scoring criteria that will be used to assess the consultant proposals.*

The proposal should include the following five items. Please note that any proposal which does not contain all four items will be rejected.

1. **One-page** **Summary of experience**
2. **Detailed CVs** of all professionals who will work on the evaluation. If there is more than one consultant on the proposed evaluation team, please attach a table describing the level of effort (in number of days) of each team member in each of the evaluation activities.
3. **Professional references:** please provide two or three references from your previous clients.
4. **Daily rate**: please mention the proposed daily rate for each consultant in USD.
5. **Examples of previous evaluation reports.**

The **Summary of experience** should be no more than one page and should include the following:

1. Experience in leading project/program evaluations
   * number of evaluations led (with dates, locations and names of organizations)
   * number of evaluations served as team member
2. Experience in qualitative methods
   * numbers of years of experience
   * tools/methods used in past
3. Experience in DRR projects/programs
   * number of years of experience
   * titles of positions held
   * countries worked in
   * organizations worked for
4. Experience in post-disaster/humanitarian context
   * number of years of experience
   * countries worked in
5. Professional experience in Haiti
   * number of years of experience
   * organizations worked for
6. Language proficiency
   * clearly state language proficiency in English, French and Haitian Creole
   1. **Application procedures**

*State how application are to be sent (email, post, etc.) and clearly specify that incomplete applications and applications sent after the deadline will not be accepted. Also specify the format of the application files (Word or pdf or both), the number of files to send (we usually ask for only one) and any naming convention of the file (e.g. “Lastname\_CV”).*

* 1. **Deadline for applications**

*State the deadline, usually put at 11:59PM EST on a particular date.*

* 1. **Selection criteria**

*State the criteria that will be used to evaluate the applications. The following is an example:*

1. *Experience in leading project/program evaluations*
2. *Experience in sector-specific projects/programs*
3. *Experience in post-disaster/humanitarian context*
4. *Professional experience in region*
5. *Cost*
   1. **Questions from bidders**

*A clear protocol should be developed on how to respond to questions from potential bidders before the deadline for receiving bids has been passed. There are three typical choices:*

1. *Do not accept questions*
2. *Accept questions and respond to each bidder individually*
3. *Accept questions and respond to all bidders*

*Note that accepting and responding to questions can be quite time-intensive. There is a likelihood, however, that answering questions from potential bidders will increase the quality of received proposals. For the third option on responding collectively to bidders, this could entail a formal meeting where potential bidders are invited to ask questions, or a process under which questions are collected during a certain time period and answers are either posted on-line or sent by email to the bidders. In all cases where questions are accepted, please specify to whom the questions should be addressed.*

1. **Annexes**

*The following are a list of documents that could be annexed to the TOR. Annexes are not always necessary.*

* *Stakeholder list or map*
* *Organization Chart*
* *Logical framework*
* *List of indicators*
* *List of documents to be reviewed*
* *Any other reference material*
* *Templates to be filled out by those submitting proposals*