

Terms of Reference for External Contractor
Evaluation and Learning Support to American Red Cross' Enhanced Response
Readiness Program
International Services Department
January 2026

Type of evaluation	<i>Formative and summative</i>
Expected evaluation methodologies	<i>Mixed methods</i>
Location	<i>Remote</i>
Expected duration and level of effort	<i>Timeframe for consultancy is between February and June 2026. Expected level of effort is between 50 – 60 working days.</i>
Application Deadlines	<i>February 13, 2026</i>

1. Background

1.1. Program Information

The Enhanced Response Readiness program, funded by Margaret Cargill Philanthropies and implemented by American Red Cross' International Services Department, aims to increase the disaster response readiness capacity of the American Red Cross and Red Cross Red Crescent (RCRC) partners globally. The American Red Cross has strategically supported the global Red Cross Red Crescent network in strengthening disaster preparedness, response, and recovery efforts for over a decade. The Enhanced Response Readiness program specifically has invested in strengthening disaster operations management; information management systems and tools; the delivery of cash and voucher assistance (CVA); and scaling up anticipatory action. Key partners of this program include the International Federation of the Red Cross (IFRC) Secretariat and 14 RCRC National Societies that AmCross has long-term programming partnerships with (located in priority regions of Latin America and Caribbean and Asia Pacific.)

These efforts have supported an overall goal of meeting the growing needs of those affected by disasters in a relevant and efficient way.

The current phase of this grant ends in December 2026.

2. Consultancy Overview

The Integrated Global Programs (IGP) and the Design, Monitoring, Evaluation, Research and Learning (DMERL) teams are seeking an Evaluation and Learning consultant to support evaluation, learning and program design activities under the Enhanced Response

Readiness program. The current phase of the program ends in December 2026; however, the team will begin design of the next phase of the program starting in March/April 2026. To prepare for the next phase of the program, an evaluation of the program will be conducted so that a) conclusions can be drawn about changes seen as a result of this program (summative) and b) recommendations on what the next phase of the program should prioritize are received (formative). The consultant will lead the final evaluation as well as support in other areas as requested, such as in development of a Theory of Change and producing learning case studies.

2.1 Expected scope and objectives of the Evaluation and Learning Consultant include:

1. Lead on a final program evaluation. The DMERL team has already conducted an extensive gap analysis and desk review to assess progress against the program's outcomes/objectives and to identify recommendations for future activities using existing relevant documents such as roadmaps, evaluations, strategies, indicator data, and secondary research. The consultant is expected to supplement this review by conducting additional data collection around identified gaps in evidence and/or areas in which need further investigation. The consultant will work with the program and DMERL team to finalize an evaluation and data collection plan. It is expected that the consultant will carry out data collection that may include interviews, focus groups or surveys with staff and partners. A final evaluation report should be produced by the consultant that pulls together findings from the desk review and additional primary data collected to tell a wholistic story of the program's achievements and challenges.

Illustrative topics/questions the consultant may be asked to further investigate as part of the evaluation include:

- Assess the logic of the program and its Theory of Change. Are there other priority areas of response readiness AmCross should be considering?
- How does the current structure of the team and their respective areas of focus enable efficient and effective results?
- What are the challenges and benefits to the program's partnership model? What other funding/partnering models should be considered?
- What barriers have staff faced in achieving objectives? What are their greatest successes?
- Using available evaluations, what are the most common recurring challenges or learnings from IFRC disaster operations? How can these learnings better inform AmCross readiness programming?
- What are the major areas of anticipated or known funding shortfalls among partners that will impact AmRC ability to deliver on its strategy? Are there any blind spots within AmCross or the IFRC that should be addressed for the next phase of this program?
- How are investments in Information Management across the RCRC network leading to better operational decision-making?
- Over the last decade of readiness investments under this grant, what are the most notable areas of progress? Where has progress continued to stall, or where do

recurring challenges remain? (using a prior evaluation and learning reviews for the program).

2. Support design of the next program. This may include facilitation for and development of a Theory of Change; facilitation for an in-person workshop to identify and prioritize future activities; and development of recommendations on areas the next grant should focus its efforts (as a supplement to existing findings in the desk review and as part of the evaluation findings.)
3. Develop learning case studies. If time/resources permit, produce learning case studies (maximum 3) that document specific programmatic approaches, learnings or achievements to scale up or share as best practices (i.e. how did readiness investments in the Caribbean region better prepare affected National Societies for Hurricane Melissa?; how have investments in information management led to better operational decision-making?).

2.2 Illustrative activities and deliverables

The following table illustrates the key activities expected of the consultant. They are subject to change based on the evaluation plan that will be co-developed by the consultant and program/DMERL team, as well as available time and resources.

Activities/Deliverables	Est Number of days	Expected timeline
Review existing program material, such the gap analysis and desk review, grant reports, indicator data	3	February 2026
In collaboration with team, develop evaluation plan and data collection tools	5	February 2026
Carry out data collection	10	March 2026
Conduct analysis and draft evaluation report	10 - 15	March 2026
Develop presentation materials & present evaluation findings at workshop/team meeting	3	March – April 2026
Design and then facilitate program design session(s) at workshop/team meeting	3 -4	March -April 2026
Develop learning case studies	15- 20	April – May 2026
Total est working days:	60	

3. Ethical Guidelines

It is expected that the consultant 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.

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.

3.1 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.

4. Obligations

4.1 Obligations of the Contractor(s)

- a. Inform the consultant manager in a timely fashion of progress made and of any problems encountered.
- b. Implement the activities as expected, and if modifications are necessary, bring to the attention of the Evaluation Manager before enacting any changes.
- c. Report on a timely basis any possible conflicts of interest.

4.2 Obligations of the Consultant Manager

- a. Make sure that the contractor(s) are provided with the specified human resources and logistical support, and answer any day-to-day enquiries.
- b. Facilitate the work of the contractor(s) with beneficiaries and other local stakeholders.
- c. Monitor the daily work of the contractor(s) and flag any concerns.
- d. Receive and signoff on deliverables and authorize payment

4.3 Obligations of the NHQ Technical Team

- a. Review and approve the proposed methodology.
- b. Provide technical oversight in the review of all deliverables.
- c. Provide timely comments on the draft reports.

5. Required Qualifications

1. Demonstrated experience serving as a Lead Evaluator on complex humanitarian programs/projects;
2. Demonstrated experience in monitoring, evaluation and learning in the humanitarian aid sector;
3. Demonstrated experience in qualitative data collection and analysis; skilled at facilitating focus groups and interviews;
4. Demonstrated experience in program design concepts and tools, such as development of Theories of Change;
5. Demonstrated ability to present complex information in digestible, actionable formats to enable learning and program adaptations;
6. Technical experience in one of the following thematic areas strongly preferred: cash and voucher assistance; anticipatory action; emergency management; disaster response and recovery;
7. Experience working within the Red Cross Red Crescent Movement a plus;
8. Fluency in English required

This is a remote role; however, some in-person travel may be required to attend a team meeting/workshop. The consultant should be able to take calls primarily during Eastern Standard Time hours, with some flexibility for early morning or evening calls.

6. Application and Selection

6.1 Application Materials

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

1. 1-page expression of interest summarizing **relevant** experience and qualifications for this assignment
2. Detailed CV
3. Professional references: please provide at least two references from your previous clients/employers.
4. Daily rate: please mention the proposed daily rate in USD.
5. 1- 2 examples of previous evaluations / relevant reports or products in which you were the primary author or evaluator.

6.2 Application Procedures

Please send your applications to DMERL@redcross.org with the subject 'Evaluation and Learning Consultancy.'

6.3 Application Deadline

Application deadline is **February 13, 2026 at 11:59PM EST.**