

Terms of Reference for External Consultant
Evaluation of American Red Cross' International Disaster Response Roster
International Services Department
September 2026

Type of evaluation	Formative and summative
Expected evaluation methodologies	Mixed methods
Location	Remote
Expected duration and level of effort	Timeframe for consultancy is between October and December 2026. Expected level of effort is between 40- 45 working days.
Application Deadlines	October 2, 2026

Background

As part of the global Red Cross Red Crescent Movement, the American Red Cross (AmCross) maintains a roster of International Disaster Responders who are trained to deploy short-term to emergencies on behalf of the International Federation of the Red Cross (IFRC). This international surge support is requested by National Societies when disaster needs cannot be met by local capacity alone. AmCross IDR roster members specialize in Emergency Operations Management, Cash and Voucher Assistance, Information Management and Planning, and IT and Telecoms. Members also support both IFRC and AmCross “blue-sky” disaster preparedness and readiness projects, attend trainings, and participate in short-term learning and development opportunities. Roster members are both Red Cross employees and volunteers.

Evaluation Consultancy Overview

The IDR roster is guided by a current strategy that will end in 2027. As part of the process to develop the next roster strategy, an evaluation has been commissioned by the International Services Department. The evaluation objectives are:

1. Review progress and barriers in meeting current strategy goals and priority initiatives. Goals include both quantitative and qualitative metrics on roster composition and use.
2. Identify major trends or shifts in the RCRC network surge landscape (inclusive of IFRC and AmCross' organizational structures and priorities) and provide insights into how they have impacted progress towards the current strategy goals and how they may impact AmCross' future roster strategy;
3. Put forth recommendations for the next phase of the IDR Roster strategy.

Expected scope and key evaluation questions

The evaluation will be both summative and formative and should assess the performance against AmCross' roster strategy while providing insights on global surge trends and recommendations to inform the next phase of the IDR roster strategy. The evaluation will be guided by OECD-DAC and IFRC evaluation framework criteria as outlined below. Final evaluation questions will be confirmed together with the Contracted Evaluator/Evaluation Team, but priority questions include:

Criteria	Key Questions
Effectiveness	• To what extent have the strategic goals and priority initiatives of the roster been met? What barriers or enablers supported achievement of goals or initiatives? • How well were key initiatives executed? • To what extent do roster members feel engaged? To what extent are members' expectations of roster opportunities being met? • To what extent has the roster been used to support larger workforce needs and non-response assignments? What are the opportunities and barriers for doing so? • What major initiatives should be prioritized in the next strategy?
Relevance	• To what extent has AmCross' roster remained relevant and useful (and how do we define those measures)? • What major changes or shifts within IFRC or ISD organizational structures, culture or strategies have or may affect roster use or its relevance? • What major trends or shifts in the global surge landscape may affect AmCross' future surge strategy?
Impact	• What is the perceived value and impact of AmCross' IDR roster?

Expected Methods

This evaluation will use a mix of quantitative and qualitative approaches/methods, which may include:

- Desk review of existing material, such as Annual Surge Reports, prior Evaluations, and After-Action Reviews to collate existing data/evidence that may support evaluation questions and reduce the data collection burden;

- Quantitative data should be collated, analyzed and presented to assess performance of the roster during the strategy period (historical performance data will be provided);
- Quantitative data may also be collected or collated and used to draw conclusions about global surge trends and provide historical analysis;
- A survey with roster members and AmCross workforce may be conducted to assess engagement and perceived value of the roster;
- Qualitative interviews and focus group discussions should be conducted with AmCross and IFRC staff. Interviews or focus groups with roster members may also be considered. It is anticipated that between 20 – 30 stakeholders will be interviewed for this evaluation.

Expected activities and deliverables

The following table illustrates the key activities and deliverables expected of the consultant. They are subject to change based on the evaluation plan that will be co-developed by the consultant and Evaluation Management Team.

Activities/Deliverables	Est Number of Days	Expected Timeline
Review background material, such the Roster Strategy and annual surge reports	3	October 2026
Draft inception report that includes proposed approaches and data collection tools	5	October 2026
Conduct interviews/data collection; collate indicator & historical performance data	15	October - Nov 2026
Conduct analysis and draft evaluation report	10 - 15	November 2026
Incorporate feedback and finalize evaluation report	5	Nov - December 2026
Develop presentation materials & present evaluation findings	2	December 2026
Total est working days:	45	

Required Qualifications

1. Demonstrated experience serving as a Lead Evaluator or Evaluation Team for humanitarian programs/projects or workforce development initiatives;
2. Demonstrated experience in qualitative data collection with understanding of best practices in facilitating focus groups and interviews; expertise in qualitative data analysis and synthesis with a preference for experience using software such as AtlasTi, Dedoose, NVivo or similar;

3. Demonstrated experience analyzing quantitative data and using descriptive statistics to provide trend and historical analyses;
4. Demonstrated ability to present complex information in clear and coherent formats to inform organizational strategies;
5. Experience within the Red Cross Red Crescent Movement a plus;
6. Fluency in English required

The consultant should be able to take calls primarily during Eastern Standard time zone with flexibility for early morning or evening calls.

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.

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.

Use of AI Policy

The consultant must abide by American Red Cross' AI Policy. While the use of AI tools is not prohibited, contractors must disclose how AI was used throughout the evaluation process and what steps were taken to ensure the accuracy of AI outputs, in particular to ensure risks around AI hallucinations, bias and fabrications are mitigated.

Application Requirements

Applicant proposal should include the following five items in one file. 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. Resume(s) of Lead Evaluator and any other team members
3. Professional references: please provide at least two references from your previous clients/employers
4. Daily rate or proposed deliverable-based budget: please include the proposed daily rate or proposed budget including all deliverables outlined in USD.
5. 1- 2 examples of previous evaluations / relevant reports or products in which you were the primary author or evaluator. Samples submitted will remain confidential to the hiring team and will be deleted from all devices once a consultant has been selected.

Please send your applications to DMERL@redcross.org with the subject “IDR Roster Evaluation”.

Application Deadline

Application deadline is **October 2, 2026 at 11:59PM Eastern Standard Time.**