

TERMS OF REFERENCE IFRC-WIDE COVID-19 EVALUATION

1. SUMMARY

Purpose: The purpose of this evaluation is to analyse and evaluate the relevance, effectiveness and coherence of the current IFRC-wide COVID-19 response to assess its end delivery to those affected.

- **Relevance** would include how well the response has been targeted to meet the needs across a range of contexts and how appropriate our work under the three Priorities and 18 Pillars has been to address the needs of the communities and National Societies affected by the pandemic.
- **Effectiveness** would reflect how far those needs have been met by the wider IFRC network and identify both the successes and the challenges faced by both National Societies and the IFRC Secretariat in ensuring effective and efficient delivery those in need.
- **Coherence** to measure the extent to which the intervention added value while avoiding duplication of effort. This would also be an opportunity to assess the auxiliary roles played by the National Societies and linkages with local actors.

Audience: The audience for this evaluation:

- National Society and IFRC Secretariat leadership
- Management and operational / technical teams responsible for the COVID-19 in National Societies and across all levels of the IFRC Secretariat (Geneva, Regional Offices, CCSTs/COs)
- Movement partners, both local National Societies receiving support and Partner National Societies supporting the COVID-19 response and the ICRC
- External actors, including governments, donors and members of the international humanitarian community

The evaluation's final report and its management response will be made available to RC/RC stakeholders and external partners involved via the [IFRC Evaluation Databank](#).

Commissioners: This RTE has been commissioned by the Under Secretary General for National Society Development and Operations Coordination (NSDOC).

Reporting Line: The RTE Team leader will report to a 4 person Evaluation Management Team (comprised of members from the IFRC network).

Duration: Up to 50 working days.

Timeframe: February to May 2021

Location: In view of the current COVID-19 context worldwide, this evaluation will be carried out remotely.

2. BACKGROUND

The scale and global scope of the COVID-19 pandemic has permeated every aspect of the work of the Red Cross and Red Crescent National Societies worldwide and required them to scale up efforts to respond to COVID-19. Since the beginning of 2020, member National Societies across the world have scaled up and adapted their work to respond to the evolving situation in their own context, encompassing responses to the mounting health needs, the deepening socio-economic crises and to strengthen and to sustain their own National Society structures, capacities and volunteer base at this difficult time.

In February 2020, the IFRC's Secretariat launched an Emergency Appeal to extend its support across to all those National Societies affected by the pandemic. This Appeal was revised in March to scale up its funding ask to keep pace with the evolving outbreak and again in May, for a third time, to extend its ambition to seek CHF 450 million to reflect the IFRC-wide reach of the COVID-19 response. The COVID-19 pandemic response Appeal is unprecedented in its global scale and in its reach to support local responses in almost all National Societies worldwide. [The Appeal](#) continues to seek funding to support National Societies to work according to three Priorities (Sustaining Health and WASH, Addressing Socio-economic Impact and Strengthening National Societies) and the 18 related Pillars, as well as under three Enabling Actions (Logistics and Supply Chain, Data and Digital Transformation, and Engagement, Inclusion and Accountability).

To date, 157 National Societies have received funding allocations to support their domestic response through the IFRC's Appeal and are delivering programmes and services under all three Priorities of the Appeal. The wider-IFRC network has also developed new and innovative ways of working to reflect the scale of the crisis and the response, the challenges of remote working and virtual engagement and the commitment to work as a distributed network. It is also focusing on adapting and sustaining the response to and recovery from the pandemic over the many months to come.

3. PURPOSE

The IFRC-wide approach of this "global domestic response" has required the IFRC Secretariat and National Societies to adjust and scale up their local response as with any epidemic outbreak, which for NS was a new activity. And at the same time, it required the IFRC Secretariat and National Societies to vastly scale up their global and local response approach and develop more efficient and innovative ways of working to address the sheer volume of support activities.

A year into this response, it is therefore important and timely to conduct an IFRC-wide evaluation of the response to date. The evaluation is commissioned by the IFRC's Under Secretary General for National Society Development and Operations Coordination (NSDOC) and is planned for the mid-point of the current Appeal timeframe, in the first and second quarter of 2021. It will cover both the IFRC-wide response and the IFRC Secretariat's support to member National Societies, in line with the three Priorities, 18 pillars and three Enabling Actions set out in the Appeal and related country, regional and global Emergency Plans of Action.

The purpose of this evaluation is to analyse and evaluate the relevance, effectiveness and coherence of the current IFRC-wide COVID-19 response to assess its end delivery to those affected.

- **Relevance** would include how well the response has been targeted to meet the needs across a range of contexts and how appropriate our work under the three Priorities and 18 Pillars has been to address the needs of the communities and National Societies affected by the pandemic.
- **Effectiveness** would reflect how far those needs have been met by the wider IFRC network and identify both the successes and the challenges faced by both National Societies and the IFRC Secretariat in ensuring effective and efficient delivery those in need.
- **Coherence** to measure the extent to which the intervention added value while avoiding duplication of effort. This would also be an opportunity to assess the auxiliary roles played by the National Societies and linkages with local actors.

The outcome of the evaluation will contribute to the wider organizational learning of the IFRC network in responding to the COVID-19 crisis, as well as to other global crises. This evaluation will also inform the ongoing COVID-19 response in 2021 and the period after. It will provide recommendations to improve the delivery of humanitarian assistance to affected communities in the future. It will also be important to consider the complementarity of the response across the wider IFRC network in delivering this response and its links with other initiatives and partners (see below).

4. SCOPE AND AREAS OF INQUIRY

The COVID-19 evaluation has unique challenges around its scope. Given the scale and global reach of the response, it will not be possible to deliver a comprehensive evaluation of the whole response, nor go into all specific issues or country or technical detail in the response. The evaluation will require a level of prioritization and focus on relevance and effectiveness of specific geographical and thematic areas of inquiry, agreed with regional and global management.

Thematic areas of inquiry:

As it will be impossible to cover all issues relating to the response, the evaluation will focus on two to three clear areas of thematic focus. The recommendation for these areas of focus have come out of a range of discussions across the IFRC management and membership, including the COVID-19 Evaluation and Research Agenda exercise supported by IFRC's Learn to Change and the Presencing Institute, two Real-Time Learning exercises (Question 1 and Question 2) on the rapid response and longer-term human resourcing and how the National Society needs are being met through the funding prioritization and allocation process, operational learning through the Disaster & Crisis Working Group (DCWG), Regional and Global Task Force discussions and the current work to revise the Scaling and Speeding Up paper.

From these discussions, the following areas of inquiry best reflect the feedback and potential for evaluative work:

Key Evaluation Question 1: Relevance

Sub-evaluation question 1.1: How relevant is the response to the needs of affected communities?

- How well is the response meeting the needs of affected communities across a range of contexts?
- How appropriate is our work under the three Priorities and 18 Pillars in addressing the needs of the communities?
- How is the COVID-19 response effort addressing the readiness, sustainability and effectiveness of National Societies affected by the pandemic?

Sub-evaluation question 1.2: How well did the COVID-19 operation advance localisation and working with local actors?

- How effectively are National Societies continuing to provide relevant support to communities through their COVID-19 response under the three Priorities and 18 Pillars of the IFRC-wide response?
- How well is the IFRC Secretariat and RCRC Resource Centres supporting National Societies in delivering a locally relevant response?
- How effective is the shared leadership of the IFRC-network in supporting the management of local response operations?
- How are IFRC and National Societies providing duty of care to those working in the local response?

Key Evaluation Question 2: Effectiveness:

Sub-evaluation question 2.1: How as the wider IFRC network met the needs of affected communities?

- What are the successes faced by National Societies and the IFRC Secretariat in ensuring effective and efficient delivery those in need?

Sub-evaluation question 2.2: How has the wider IFRC network demonstrated agility and adaptability of processes and the ways of working

- How well is the IFRC network in adapting its ways of working to deliver an effective response as outlined in the results matrix of its [emergency appeal](#)?
- How well is the IFRC network learning from the first waves of COVID-19 and using that information to inform responses to subsequent waves?
- How is a risk-informed approach being used in the IFRC-wide response?
- How effective are contingency and business continuity plans in supporting the IFRC network's readiness and agility?

Sub-evaluation question 2.3: How has the COVID-19 response leveraged digital transformation?

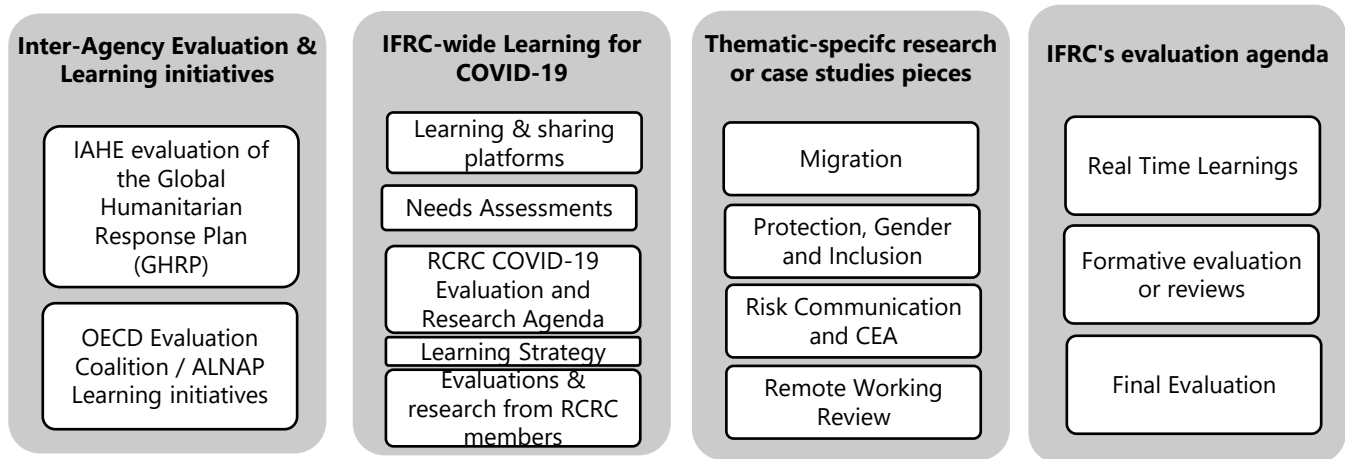
- How is the IFRC network transforming digitally to improve the effectiveness of its response? What are the opportunities and/or challenges?
- What digital adaptations support the delivery of our work across the IFRC-wide network in reaching the most vulnerable communities?
- How is digital volunteering influencing volunteerism and the IFRC-wide response?

Country Focus (purposeful sampling):

In addition to the prioritization around the thematic area of enquiry, the evaluation will also need to prioritize its country-level reach. It will therefore focus on "a purposeful sample" of National Societies across the five regions, to provide a range of different perspective, depending on the size of the National Society, the scale of COVID-19 in country, the Priority(ies) where the National Society worked and the successes and challenges experienced, among others. A list of sample countries (4-5 per region) will therefore be selected to provide more in-depth, detailed review data on delivery. These countries will be selected by the Evaluation Team in consultation with the five Regions to optimize a range of experience in terms of the size and areas of the response, the areas of delivery and the capacities of the National Society responding. It will be important not to duplicate National Society assessed in other pieces of work, to avoid data collection fatigue.

5. LINKAGES WITH OTHER INITIATIVES

This evaluation sits under a wider framework of research and learning, both amongst the wider IFRC network (IFRC Secretariat and National Societies) and within other partner organisations. The table below is not exhaustive but gives some examples and captures the complexity of the current evaluative and learning environment. The COVID-19 evaluation will take these other pieces of work into account to inform secondary data collection and learning. The evaluation aims to build on existing reviews / evaluations at regional and national levels, requiring time to locate and assess them. The evaluation team is encouraged to draw upon tools and approaches used for COVID-19 reviews already completed in regions, in order to reduce duplication and data collection fatigue.



Additional research and learning work may be identified for each of the selected areas of enquiry and targeted sample countries to benefit fully from the existing learning around COVID-19 and to also improve the relevance and utilization of this evaluation.

6. METHODOLOGY

Given the ongoing situation with COVID-19, data collection for the evaluation will be carried out remotely (there may be the possibility to engage with National Society staff to gather some data directly from respondents in certain countries but that would be an exception). This remote data collection methodology will ensure a range of global documents and interviews, mixed with a good representation of local perspectives to reflect and understand the global domestic response realities. The methodology will also include a range of mixed quantitative and qualitative methods.

A large amount of data will be gathered through **secondary data collection and analysis** of both IFRC and National Society documentation, as well as inputs from external partners and other actors. The team will consider a cross-section of secondary data from the existing work around research, evaluation and learning outlined above, quantitative data from the FDRS financial and indicator monitoring and qualitative information from relevant Field Reports (GO) and other reporting channels. The secondary data collection will also look at existing evaluations and reviews at national, regional and global levels and will consider financial flow analysis of funding, allocation and where possible expenditure with our local National Society actors.

The evaluation will also carry out **primary data collection and analysis (mainly qualitative)** based on remote / online interviews of key stakeholders and online focus group discussions etc. with key IFRC and National Society

stakeholders (the latter as per the sample outlined above), as well as with external partners and other actors. If there is time and a clear, manageable target group, this may also include surveys of key stakeholders.

The evaluation methodology will be strongly **utilization focused**. In recognition of the pressures of the COVID-19 response, will aim to “do no harm” in any of its contacts with stakeholders or in the final report. The final report should be as concise as possible, given the scale of the response, and use a variety of modalities to share the findings and support their utilization i.e. Powerpoint, visuals, videos, case studies, to share across the network. Innovative approaches are encouraged.

The recommendations and findings could also identify other learning themes or highlight areas of inquiry for further research within the response.

The **key stakeholders** for this evaluation will be:

- National Society and IFRC Secretariat leadership
- Management and operational / technical teams responsible for the COVID-19 in National Societies and across all levels of the IFRC Secretariat (Geneva, Regional Offices, CCSTs/COs)
- Movement partners, both local National Societies receiving support and Partner National Societies supporting the COVID-19 response and the ICRC
- External actors, including governments, donors and members of the international humanitarian community

7. EVALUATION DELIVERABLES

The following deliverables are expected:

1. **Inception Report:** The inception report will iterate the parameters and the workplan to operationalize and direct each aspect of the evaluation and data collection plan, including the tools and methods to be employed. The Inception Report will elaborate on these terms of reference by
 - a. Agreeing on specific evaluation questions
 - b. Describing how the evaluation and data collection will be carried out;
 - c. Refining and specifying the expectations;
 - d. Detailing the methodology;
 - e. Drafting data collection tools (interview guides, guidance for the FGDs).
 - f. Guidance on the purposeful country sampling
 - g. The inception report should outline the structure of the report to be submitted by the consultant; and include consultant’s expectations as to what extent the purpose of the evaluation can be achieved.
 - h. Maximum 10 pages.
2. **Findings Workshop:** The team will present its preliminary findings to relevant stakeholders through virtual workshop(s).
3. **Draft report:** A draft report, identifying key findings, lessons learned and recommendations for the current and future operation, will be submitted within one week after the data collection and analysis.
4. **Final report:** The final report will contain a short executive summary (no more than 2,500 words/5 pages) and the main body of the report (expected to be no more than 20,000 words/40 pages, without

appendices) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, and recommendations. Recommendations should be specific, feasible and evidence-based. The use of visuals are highly recommended (infographics, maps, etc). It will contain appropriate appendices, including a copy of the ToR, cited resources or bibliography, a list of those interviewed, and any other relevant materials.

5. Final Global Presentation Webinar

One of the key aspects of this evaluative piece is that it should be **utilization-focused**, as outlined above under Methodology. A key element of this is the importance that it is approved and **shared on a timely manner** to all key stakeholders. The methodology for sharing the results should be well planned and agreed in advance and should seek to engage **wide and high levels of participation** across different levels. The communication of the results should not be limited to a written report but to spaces for engagement and understanding of the findings and recommendations across regions including translation, presentation through existing channels and meetings and through specific, targeted and interactive methodologies (webinars, videos, etc) that allow for ownership and internalization of the learnings. The final report will also be translated into the four working languages of the IFRC

8. EVALUATION MANAGEMENT AND TIMETABLE

To support the management of this complex evaluation, an internal **Evaluation Management Team (EMT)** will be set up. The EMT will consist of up to 4 representatives from the IFRC Network. The EMT will be responsible to set up and follow the evaluation process from the outset (ToR/team recruitment), initial review of draft/final report, through to the submission of the posting of the final package on [IFRC’s Evaluation Databank](#). The Commissioner will be responsible to oversee the management response to this evaluation.

Indicative timetable for the evaluation process		
Identification of evaluation management group	Early February 2021	
Hiring of consultant team leader and identification of evaluation team	Mid February 2021	
Evaluation team start document overview to scope out process/timeframe and submit inception report	End February 2021	3 days
Desk Review and Study of Documents	Early March 2021	7 days
Key informant interviews	March 2021	21 days
Data consolidation and analysis	March to Early April	6 days
Presentation of findings	Mid April	2 days
Draft report	Mid April 2021	5 days
Final report	End April 2021	5 days

Global Presentation of Final Report	Early May 2021	1 day
Total Working Days for Consultant / RCRC evaluators		50 days

9. ETHICAL STANDARDS

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted in a transparent and impartial manner and respects and protects the rights and welfare of the people involved. The team must also ensure the evaluation is technically accurate and reliable and contributes to organizational learning and accountability. The team should adhere to the evaluation standards and applicable practices outlined in the IFRC Framework for Evaluation and linked to relevant guidance, as outlined below:

1. **Utility:** Evaluations must be useful and used
2. **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost effective manner
3. **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with regard for the welfare of those involved in and affected by the evaluation
4. **Impartiality & Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment of the views of all stakeholders
5. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency
6. **Accuracy:** Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so its merit can be determined
7. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process, where feasible and appropriate
8. **Collaboration:** Collaboration between key operating partners in the evaluation process is essential to improve the legitimacy and utility of the evaluation.

It is a requirement that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. For further information on the Principles consult: www.ifrc.org/what/values/principles/index.asp

10. EVALUATION TEAM COMPETENCIES AND QUALIFICATIONS

The **Evaluation Team** will be led by an independent leader with a strong background in complex humanitarian evaluations, a good understanding of large-scale emergencies or public health crises and an understanding of the Red Cross Red Crescent Movement.

Evaluation Team Leader:

- Demonstrable experience (7 to 10 years) in conducting evaluations of humanitarian programmes. Strong experience in leading an evaluation of a recent major response.
- Knowledge of strategic and operational management of humanitarian operations and ability to analyse and present strategic-level recommendations.
- Knowledge of cross-cutting issues that affect large humanitarian operations.
- Strong analytical skills. Ability to synthesize and present findings and conclusions, make practical recommendations and prepare well-written, timely reports.
- Good team player and familiarity working with people from different cultures/contexts.
- Experience in managing teams remotely and comfortable working with online platforms.

- Familiarity with the Red Cross Red Crescent Movement and its disaster management system.
- Master's degree in international development, social sciences, humanitarian assistance or other related fields.

Given the scale of the evaluation, the evaluation team will comprise of between 4-5 experienced evaluators from across the IFRC network (IFRC Secretariat and National Societies). The evaluation team will work closely with Regional and CCST/CO teams to support the data collection and validation of the findings, including the presentation of findings with each Regional team.

The **evaluation team members** will have the following skills and experience:

- Knowledge or experience in large scale humanitarian operations.
- Sound experience in data consolidation, analysis and presentation. Data visualization skills an advantage.
- Experience in carrying out interviews and in facilitating focus group discussions.
- Backgrounds in public health or health in emergencies or livelihoods/related programming or in National Society Development an advantage.
- Knowledge of cross-cutting issues (e.g. protection, gender and inclusion (PGI) and community engagement and accountability (CEA) would be of interest.
- Familiarity with the Red Cross Red Crescent Movement and its disaster management system.
- Fluent in written and spoken English required. Additional language skills in Arabic, French and Spanish an advantage.

11. APPLICATION PROCEDURES

Interested candidates for lead independent evaluator should submit their application material by **Sunday 14 February 2021, midnight C.E.T.** to the following address - pmer.support@ifrc.org. Please include in the Subject Line: "Team Leader, COVID-19 evaluation". Application materials should include:

1. **Curriculum Vitae** (CV)
2. **Cover letter** clearly summarizing your experience as it pertains to this assignment, your daily rate, and contact details for three professional referees.
3. **Examples of previous written work** relevant to an evaluation of this nature and scale and clearly showing your authorship and presentation/writing skills.

Application materials are non-returnable and we thank you in advance for understanding that only short-listed candidates will be contacted.