

Terms of Reference

Bahamas Dorian program (February 2020 – July 2021)
Final Evaluation

April 16th, 2021

Program to be evaluated	<i>Bahamas Dorian program (operation)</i>
Commissioned by	<i>American Red Cross, International Services</i>
Sector	<i>Disaster Management; Cash for Shelter & Livelihoods; NSD</i>
Type of evaluation	<i>Final Evaluation</i>
Timeline	<i>Contract Start date: May 7, 2021 Contract End date: July 30, 2021</i>
Deadline for applications	<i>April 28, 2021</i>

1. Background

1.1. Purpose of evaluation

The American Red Cross International Services Department (ISD) plans to evaluate the recovery phase of the program for Hurricane Dorian in the Bahamas it has implemented for 18 months since the landfall in August 2019. The evaluation will examine the effectiveness, efficiency and relevance of the program, with a particular focus on the support provided by the American Red Cross to the Bahamas Red Cross and the Dorian-affected population in country.

This evaluation generally excludes the first 6 months of the program (August 2019 to February 2020), as this period has been previously reviewed by an After-Action Review led by the American Red Cross ISD as well as the Real Time Evaluation led by Bahamas Red Cross and the International Federation of Red Cross/Red Crescent Society (IFRC).

1.2. Overview of the program

While the first 6 months (relief phase) is not the focus of this evaluation, it is worth noting for the context that the program initiated with multi-purpose financial assistance and distribution non-food items distribution, food and water after the immediate aftermath of the hurricane, some of which continued after the initial 6 months period.

After the relief phase, the recovery phase of the program implemented cash-based interventions in the areas of Shelter (rental and housing repairs) and Livelihoods (cash for work for debris removal, small to medium businesses, asset replacement and business reactivation). The program also included National Society Development activities for disaster readiness, strengthening reach and infrastructure, organizational sustainability, communication, and coordination. In doing so, American Red Cross has paid particular attention to embedding cross-cutting areas of Protection, Gender & Inclusion (PGI), Community Engagement and Accountability (CEA), as well as Data and Learning to enhance the quality of its work. The detailed program design with corresponding outcomes and activities are

captured in the Theory of Change (Graphic 1). Throughout the program, performance and output level indicator data have been regularly captured with a program-specific M&E plan and log frames that correspond with the Theory of Change. Below are the key intended outcomes for the program:

Overall Recovery Goal:

- Individuals, communities, and businesses are supported during the transition from immediate needs to recovery.
- Individuals, communities, businesses, and Bahamas Red Cross Society are supported to respond to this event and prepare for future events.

PGI, CEA, Data & Learning Cross-cutting outcome:

- Program assessment, design, and service provision are guided by an approach that focuses on effective engagement with, and accountability to, affected populations while ensuring that vulnerable populations are meaningfully included in decision-making and protected from harm, and pursuing data-driven decision-making and continuous learning.

Shelter outcome:

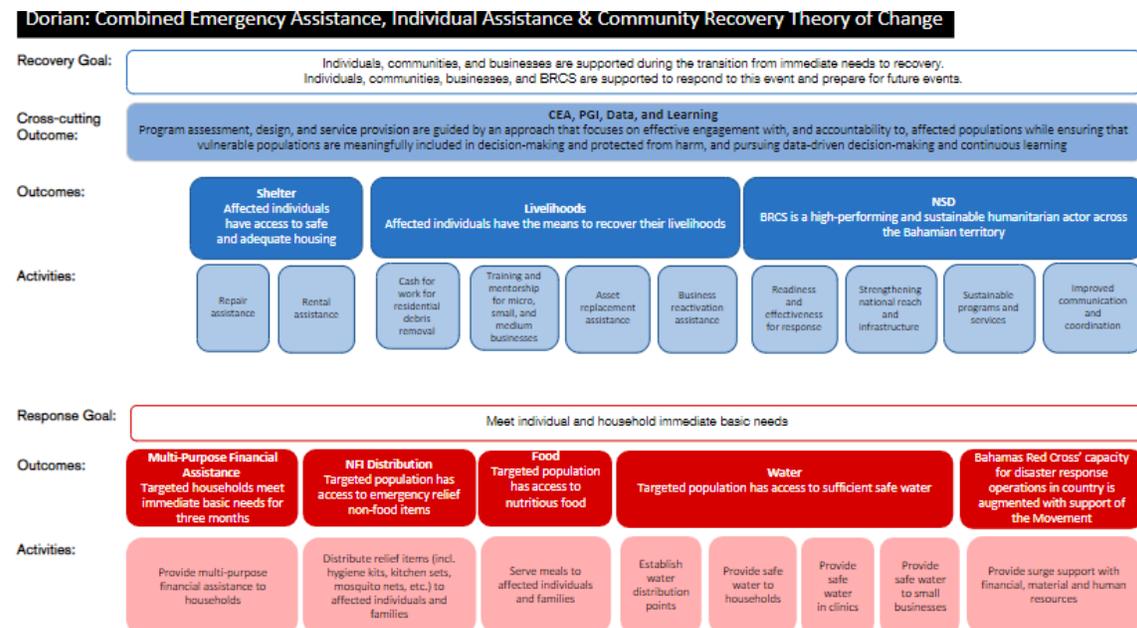
- Affected individuals have access to safe and adequate housing.

Livelihoods Outcome:

- Affected individuals have the means to recover their livelihoods.

National Society Development Outcome:

- Bahamas Red Cross Society is a high-performing and sustainable humanitarian actor across the Bahamian territory.



<Graphic 1. Bahamas Dorian Operation Integrated ToC for Response & Recovery>

About halfway into the program, the program had to adjust significantly to accommodate the changing environments and needs due to COVID-19, while continuing to implement the planned program. The implications of this shift will also be examined through this evaluation.

2. Evaluation Scope

The evaluation will assess:

Criteria	Evaluation Scope
<i>Effectiveness</i>	<p>On relevance, this evaluation will address the following questions:</p> <ul style="list-style-type: none"> To what extent was the scope of AmRC response and recovery efforts appropriate? To what extent were the most critical needs addressed? To what extent did AmRC effectively respond and react as the Covid-19 situation evolved in The Bahamas?
<i>Relevance</i>	<p>On relevance, this evaluation will address the following questions:</p> <ul style="list-style-type: none"> To what extent did the American Red Cross support and augment the Host National Society in their capacity to respond to the current and future disasters? To what extent were the partners and beneficiaries satisfied with the quality-of-service provision? What factors contributed/did not contribute to that sense?
<i>Efficiency</i>	<p>On efficiency, this evaluation will address the following questions:</p> <ul style="list-style-type: none"> What worked well and not so well in partnering with AmRC to implement projects? What factors affected the allocation, earmarking or management of resources for this operation? How did these factors affect the efficiency of the operation? (Question for Movement & external partners only, not beneficiaries)

The final evaluation report will be shared with:

- American Red Cross, Humanitarian Services.
- Red Cross and Red Crescent Movement partners as appropriate, including the Bahamas Red Cross and the IFRC.
- External partners (World Central Kitchen, CORE and Mercy Corps)

2.1. Methodology

The evaluation team will develop a comprehensive evaluation methodology, and proposers are encouraged to consider several approaches that enable deep understanding of the questions posed. ISD also strongly appreciates creative presentations of the findings not confined to the standard report/document format. The methodology should include:

- [Virtual] Desk review of key project documents (including theories of change, proposals, M&E plan, the full range of reports produced, grant agreements, etc.) and literature review on the topic.
- [Virtual] Data analysis of existing phone survey, PDM results and performance monitoring data.
- [In-person, potentially virtual] Interviews and discussions with internal stakeholders and partners implementing activities.

- [In-person, potentially virtual] Primary data collection (including, but not limited to Key Informant Interviews or Focus Group Discussions) with the beneficiaries and communities.
- [Virtual] A harvest and classification of all significant program outcomes.
- [Virtual] Data analysis and synthesis of findings into a final report or product suitable for external consumption.

2.2. Evaluation Steering Committee

This evaluation is commissioned by *Amy Bruins*, Field Representative for the Bahamas Delegation, international Services Department, American Red Cross.

The contractor will report to *Yejin Oh*, Response Design, Monitoring, Evaluation, Research and Learning Advisor, International Services who is the designated evaluation manager.

Obligations of the Evaluation Manager

- Provide technical review and approval of the proposed methodology, evaluation plan, and deliverables.*
- Serve as a point of contact for any day-to-day enquiries to proceed with the evaluation, support requests and resource requests for the evaluation.*
- Facilitate the conversation between the evaluator(s) and the stakeholders, including timely comment and feedback on the submitted work deliverables.*
- Facilitate appropriate and efficient access to key materials, data and informants to the Lead Evaluator during the process.*
- Monitor the daily work of the contractor(s) and flag any concerns.*

2.3. Evaluation Team

The Evaluation Team will consist of an External Lead Evaluator with a potential to include one additional support person at the discretion of the Lead Evaluator. The American Red Cross may also avail one or two personnel as Subject Matter Experts to join the Evaluation Team to help facilitate efficient access to internal knowledge, materials, and informants.

Obligations of the Lead External Evaluator.

- Lead and coordinate the evaluation team during the contract period.*
- Produce the deliverables per schedule. If modifications on the timeline are necessary, the evaluator(s) must bring it to the attention of the Evaluation Manager before enacting any changes.*
- Provide status updates to the Commissioner and the Evaluation Manager of the progress of the evaluation every two weeks.*
- Timely report on any possible conflicts of interest, ethical concerns or PSEA concerns during the process.*
- Observe Red Cross Code of Conduct, American Red Cross DMERL Framework and ethical guidelines and contractual obligations. The approach to ethics and protection of participants will be described in the evaluation plan.*

2.4. Deliverables and Timelines

The following is expected deliverables and deadlines. The dates may be adjusted with the mutual agreement of the evaluator(s) and the evaluation manager. All materials are expected to be submitted in English.

Deliverables	Expected deadline
1. Inception report*	By May 19, 2021
2. Finalized data collection instruments.	By May 28, 2021
3. Draft report with key findings to the Evaluation Manager	By July 9, 2021
4. Virtual presentation of draft report and stakeholder consultation/review	By July 23, 2021
5. Final report and the dataset used for the report.	By July 30, 2021

*The commissioning grant manager, the evaluation manager and the evaluator(s) will have opportunity to review and discuss on the methodology and work plan after the evaluator(s) had the chance to review background materials and monitoring data, and after speaking with key project personnel, in the form of an inception report.

2.5. 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](#).

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. Application and selection details

3.1. Qualifications

The following qualifications are required for the applicants to be considered:

1. Proven ability to conduct quantitative and qualitative data collection and analysis required. Familiarity with data analysis tools and software (e.g. Atlas TI, NVivo, SPSS, Excel, Power BI, Tableau, etc.) a plus.
2. Experience in conducting evaluations of international humanitarian projects/programs and humanitarian response operations. Experience of evaluating Red Cross Red Crescent Movement programs or operations a plus.
3. Experience in conducting evaluations on cash-based interventions. Specific experience on shelter/livelihood focused interventions a plus.
4. Fluency in written and spoken English required. Fluency in written or spoken Haitian Kreyol a plus.

5. Demonstrated ability to work remotely using remote communication, data collection and management tools (including, but not limited to MS Office, Zoom, WhatsApp, ODK/Kobo or similar online survey tools, and other virtual engagement tools) required.
6. Demonstrated ability to produce infographics, data visualization, or interactive web/audio content a plus.

3.2. Application materials

The proposal should include the following items. Please note that any proposal which does not contain all required items will not be considered.

1. **One-page summary of experience (required)**, stating how the applicant meets the required qualifications. Applicants are strongly encouraged to include any prior work sample or publications on outcome harvesting and/or literature review, if available.
2. **Detailed CVs of all professionals who will work on the evaluation (required)**. If there is more than one consultant on the proposed evaluation team, please submit the CVs for all of the team members.
3. **Proposed methods and plan (required)**: Proposed methods for the evaluation with approximate number of days for each deliverable or key milestones. A draft plan would suffice as it may be reviewed and revised during the contracting and inception phase.
4. **Cost proposal (required)**: proposed costs with breakdown by deliverables, including consultant rates and estimated person days.
5. **Professional references (optional)**: you may provide up to two references from your previous clients.

3.3. Safety & Security

Due to the ongoing global pandemic (COVID-19), the evaluation team's ability to conduct in-person stakeholder consultations, data collection and field visits may be limited. American Red Cross prioritizes safety and security of its staff and contractors. Bahamas local delegation will provide appropriate guidance on the situation in the Bahamas and help navigate any safety and immigration requirements in case an in-person visit is deemed necessary and safe by both parties.

3.4. Application procedures & deadline

Please submit your application to DMERL@redcross.org by 11:59PM EST on **April 28th, 2021**. Please attach all required files in a Zip folder titled "AmCrossBahamasDorian_Firstname_Lastname.zip"

Candidates will be reviewed on a rolling basis. Only shortlisted candidates will be contacted and interviewed on a rolling basis until the final candidate is identified.

You may send questions regarding the application process to DMERL@redcross.org by 11:59PM EST on April 27h, 2021.