I. Background

The Canadian Red Cross (CRC) has supported the Sri Lankan Red Cross through an organizational development and capacity building program (OD and CB) launched in 2005 as part of the post tsunami operations. The program is implemented through a partnership with the SLRCS national OD department.

The first formative evaluation of the program was carried out in early 2008. The scope of this evaluation was broad and had 10 objectives. The evaluation criteria examined included: relevance, effectiveness, efficiency, program design and project cycle management, and impact. This was an external evaluation in that the assessment team had no direct connection to the program; however, two of the three evaluation team members came from within the Red Cross Red Crescent Movement.

II. Purpose and Objectives

The purpose of this second formative evaluation is to provide CRC and SLRCS staff and senior management with findings and recommendations about CRC’s support to SLRCS in order to inform the design and work planning for the next phase of the program from 2010-2013 aligned with the SLRCS integrated five year development plan (FYDP). This evaluation looks specifically at CRC’s performance and support to the SLRCS through OD and CB.

The specific objectives are to:

1) Review the project framework and key interventions in terms of relevance and appropriateness of CRC’s modes of assistance, management and facilitation role in the OD/CB program in view of the institutional context of the SLRCS for OD/CB program.

2) Provide in-depth understanding of the contributing and inhibiting aspects of the existing CRC’s modes of assistance, management, and facilitation role for:

- effective and efficient delivery of the OD/CB program;
- achievement of expected outputs and outcomes; and
- sustainability of the expected results above.

3. Document instances of best practice, areas of intended and unintended improvement at individual and institutional levels of SLRCS and lessons learned.

4. Analyze and compare best practices within the project branches supported by CRC in terms of planning, management, community mobilization, and models of procurement.

5. Document timeline of the OD program’s key project milestones
III. Expectation of good humanitarian evaluation practice

The report format will follow the format outlined in OECD DAC Evaluation Quality Standards of the Evaluation Report. Findings will be presented according to the evaluation criteria laid out in this TOR.

IV. Focus and Scope of Work

This formative evaluation will assess evaluation criteria related to CRC’s support in five focus branches of the SLRCS (Anuradhapura, Polonnaruwa, Kurunegala, Jaffna, and Vavuniya), and to the SLRCS Department of Organizational Development. Knowledge of and reference to key SLRCS, CRC, and IFRC policy documents by the evaluation team will be assumed so that the context of the OD program in Sri Lanka is not lost.

The evaluation will take into account to the following guiding principles in its findings:
- The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief (www.ifrc.org/publicat/conduct/)
- The IFRC Code of Good Partnership
- The Measurable Partnership Chart Tool developed by the 8NS Africa Initiative

The main program components to be assessed, and the related assessment criteria, issues and evaluation questions are summarized below.

Program Components for review are: Project Design, Project Management, Training; Achievement of Outputs and Outcomes

Assessment Criteria and Issue

<table>
<thead>
<tr>
<th>1. Relevance</th>
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<tbody>
<tr>
<td><strong>Issue: Program design</strong></td>
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<th>2. Effectiveness</th>
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<tbody>
<tr>
<td>For each of the issues below, the role of the technical support, management and facilitation role of CRC will be analysed in terms of what are effective and less effective designs/methods/approaches.</td>
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| Issue: Overall program management | Does each major area of intervention employ methodologies and approaches of technical support, management and facilitation that are appropriate and adequate to realize the expected results? |
| | Is there adequate monitoring design of project implementation by CRC, which empowers SLRC and effective follow-up? |

| Issue: SLRCS PMER | Have branch and NHQ OD department’s personnel and/or institutional capacity improved in PMER and overall program management? |
| Issue: Volunteer Resource Management | Is the VRM policy being effectively implemented?  
Has the volunteer database proved effective to date in data management and volunteer management for the branches?  
What support is CRC and SLRCS NHQ providing to ensure it is used effectively?  
What measure has been taken by branches to engage youth and are they effective? |
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<tr>
<td>Issue: application of policies and plans</td>
<td>Are branches aware of and working towards implementing strategic plan?</td>
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</table>
| Issue: Support to Income Generation | Is IGP support an effective intervention?  
Has CRC/SLRCS NHQ followed acceptable minimum standards of due diligence in approving and investing in IGPs?  
Are CRC training materials and sessions effective in capacity building in IGP? |
| Issue: Division and Unit selection and development | What is the evidence available that the intensified capacity development approach advocated by the FYDP is effective (divisional and unit development)?  
Has selection of divisions and units been effectively carried out based on adequate criteria?  
What the most significant challenges being faced in developing sustainable divisions and what solutions can be recommended? |
| Issue: Training and capacity building | How has the CRC supported SLRCS NHQ OD to guide and support branch-led community based programs? How has their capacity been improved in this area?  
What specific new knowledge and skill can be found at branch level that is attributable to trainings held in 2009? |

3. Efficiency:  
For each of the issues below, the role of the technical support, management and facilitation role of CRC will be analysed in terms of what effective and less effective designs/methods/approaches.
**Issue: Resources and Costs**

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<tr>
<th><strong>Resource and Costs</strong></th>
<th><strong>Details</strong></th>
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<tr>
<td>Are meeting costs appropriate and in scale with the SLRCS capacity and output and an acceptable ratio of overall program expenses?</td>
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<td>Is the number of staff at each branch sufficient or excessive to support three year IPA FYDP?</td>
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<td>Is there transparency in financial management and budgeting?</td>
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<td>Are project resources used efficiently such as transportation?</td>
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<td>Is construction of new divisional buildings cost efficient?</td>
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<tr>
<td>Has training been efficient, i.e., least cost for new skills and knowledge sought? How could it be improved?</td>
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<tr>
<td>How well were risks and problems managed?</td>
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**Sustainability**

- How has sustainability been defined, designed and operationalised in the program? What is the extent of progress in ensuring sustainability of the program? What are the gaps?
- Is there any clear exit strategy for CRC?

**Intended and unintended impact for SLRCS and beneficiaries**

- What are the negative and positive intended and unintended impacts for SLRC and beneficiaries?

**VI. Methodology:**

It is anticipated that the following broad areas of work shall form the process of preparation, analysis and report preparation:

- **Development of methodology and work plan.** The contracted consultant will develop a detailed methodology and work plan for meeting the objectives of this TOR. This should include participatory approaches with SLRCS stakeholders. These will be submitted to the Canadian Red Cross and agreed prior to commencement of fieldwork.

- **Preparation of background documentation.** As part of the preparation process, the Sri Lanka delegation office will gather key background documents, and forward these to the consultants.

**List of Documents include:**
- SLRCS Five Year development plan 2008
- SLRCS Strategic Plan
- Annual and Quarterly program reports (June 2008 to most recent)
- OD mid term evaluation 2008
- Management response to mid term evaluation 2008
- OD program extension document 2009 including logic model
- CRC/SLRCS Income Generation Project Review
- OD Annual Operations Plan
- **Desk Review:** Consultant will review CRCS’ project documents and other relevant documents

- **Site visits:** Visits to SLRCS, CRC and IFRC offices in Colombo, four of the five focus branches including sites visits to one division in each, and possible branch visits to two other non-project branches for comparison purposes.

- **Stakeholder interviews and participatory stakeholder session.**

- **Report Formulation and Presentation**

**VII. DELIVERABLES, TIMELINE AND REPORT FORMAT**


The consultant is expected to have deliverables as follows:
1) Work plan with methodology and evaluation matrix (before field visit)
2) Preliminary findings and recommendations (before end of field mission),
3) Draft report (within two weeks of field mission, and
4) Final Report (within four weeks following end of field work)

The last deliverable will be the final evaluation report approved by the Program Manager, which has incorporated input from different stakeholders.

The report should be clearly written in English, using Times New Roman 11 point. The review report should consist of:
- Executive summary and recommendations not more than 2 pages
- Main text
- Appendices, to include review terms of reference, list of interviewees, questionnaire or interview guides. (as noted above I suggest attach full suggested TOC as Annex 2)

This formative evaluation will take place in June 2010.

The draft final report will be submitted to within two weeks after the completion of the field mission.
- The final report will be delivered no later than one week after receiving comments from the CRC technical team members.

**VIII. COMPOSITION OF THE TEAM**

An individual international consultant as team leader (or an international team leader and accompanying team member) and one national consultant. The team leader will participate in the short listing and selection of the national consultant in coordination with the SLRCS and CRC. SLRCS and CRC will post the call for proposals in Sri Lanka.
IX. Requirements for the Team Leader
The minimum requirements for the consultant are:

- Minimum of five previous evaluation assignments on a similar OD related project;
- Technical knowledge of OD and capacity building;
- Knowledge of community mobilization;
- Experience with humanitarian programs;
- Demonstrated capacity for strategic thinking, team-management and writing skills;
- Good participatory facilitation skills;
- Ability to manage relations with representatives from National Societies, government, donors, and the community, including diplomacy and consensus building skills;
- Excellent skills in qualitative and quantitative analysis; and
- Excellent spoken and written command of English.

X. Submission of Proposal Deadline is April 5, 2010
The approximate number of days in country are 18 (excluding travel to/from Sri Lanka). The budget for this evaluation is between $25,000 to $30,000 CAD including all costs and national consultant.

The following will be considered minimum contents of the proposal. Please submit in the order listed:

1. Responder’s company name or his or her name, business address, the contact person’s name, telephone number, fax number and email address (as available).
2. A detailed methodology for meeting the objective of the TOR.
3. A description of the deliverables and work plan that will identify the major tasks to be accomplished and be used as a scheduling and managing tool, as well as the basis for invoicing.
4. An outline of the responder’s background and experience with examples of similar work done by the responder (two evaluation reports).
5. The cost proposal or proposed budget, please provide assumption made when developing this cost proposal.
6. Contact details for at least three organizations who have engaged the responder for similar assignments who may be contacted by CRC during the proposal review process

Please email proposals and consultant’s curriculum vitae to Pamela Davie, Canadian Red Cross, Sri Lanka Delegation at pamela.davie@redcross.ca; +94 77 371 0501; 17 Bullers Lane, Colombo 7, Sri Lanka.