Terms of reference: definition of an evaluation framework for detention

Introduction

In line with the second strategic orientation of the ICRC Institutional Strategy, the ICRC would like to strengthen its capacity to evaluate the outcomes of its activities and learn from its successes and failures, as well as to embed evaluation more firmly in its planning and result-based management systems.

Likewise, the detention strategy 2020/2025 (DIRGEN2682) envisages to strengthen the institution monitoring and evaluation capacities in the detention domain. Presently, evaluations of long-term detention actions are not part of the staff mindset and there is no institutional framework that can provide guidance in this respect. Part of the reasons for this situation is to be found in the specific challenges associated with assessing Protection activities (particularly the preventative objectives).

Background

In 2019-2020, the Detention Unit conducted a lessons-learned exercise on the disengagement from detention activities in five countries (Guinea, Haiti, Liberia, Madagascar and Zimbabwe), which provided relevant insights on how detention activities evolve over time and on some key strengths and weaknesses of ICRC action in the field. Some of the findings of the exercise will be taken as a basis for the definition of the evaluation framework.

Some of the units that are involved in detention work have developed assessment tools. Particularly, The Economic Security Unit defined a complete set of indicators for the quantitative monitoring of the implementation of annual objectives (PfR), some of which also apply to detention (cf. ECOSEC Indicators Cookbook). Consistent and combined data on yearly outputs/outcomes will most likely become a solid asset to analyse patterns over time, for instance concerning nutrition.

In addition, both the Water and Habitat and Health Units developed tools for assessing prison infrastructure and health systems. These can provide an initial benchmark against which the evolution of the situation can be assessed/evaluated over time.

Purpose and scope of the consultancy

The purpose of the consultancy is to define an institutional evaluation framework for long-term detention field activities. The evaluation framework needs to be fully compatible and integrated with the Evaluation Function that will be created at the level of the General Directorate. The Detention Unit will be in charge of its implementation, at least in its initial phase.

The consultancy pursues the following objectives:

i. Support the definition of an evaluation methodology for multidisciplinary detention work in the field
ii. Define processes and a business model for the implementation of the evaluation framework
iii. Suggest an organization structure at HQ level, roles and skill requirements necessary to implement the evaluation framework
iv. Information and data required to effectively manage evaluations
**Deliverables**

The primary output requested to the consultant is to suggest a **tailor-made methodological approach** for the detention evaluation framework. Some of the key elements that will be provided concern:

- Good practice in the evaluation of Protection activities, ideally in detention, taken from other organisations similar to the ICRC
- Proposed methodology to assess internal processes
- Proposed methodology to assess outputs vs. inputs
- Proposed methodology to try to assess impact, wherever it is possible
- Suggestions on how to draft general and specific objectives (both in the PfR and in the detention strategies)
- Proposed methodology on how to organize yearly multidisciplinary monitoring, in line with the long-term evaluation

**Persons involved**

The Detention Unit (OP_PROT_DET) is in charge of the definition of the evaluation framework for detention, in collaboration with the relevant HQ units. Selected delegations might take part in the process. The OP_PROT_DET Unit will manage the internal communication and will provide the guidelines required.

**Profile requested**

- Extensive experience in designing evaluations (in the Protection domain a plus)
- Understanding of the challenges of conducting evaluations in operational contexts and related to multidisciplinary activities
- Self-employed status (must provide proof)
- Availability for 30-40 working days in September-December 2020

**Time-line**

A tentative time-line is composed as follows:
- Initial discussions and preliminary assessment
- +1 month: short analysis of specific challenges related to Protection evaluations
- +2 months: initial proposal related to deliverables to be shared with selected delegations
- +3 months: finalisation of the evaluation framework

In addition to the substantial methodological contribution to the evaluation framework, the consultant will be asked to produce templates and other material that will be needed for the implementation of the framework itself, whenever possible based on existing processes.

Depending on budget for next year, the consultant will be a preferred candidate to conduct 1-2 test evaluations in 2021.

**How to apply**

Please send your CV, a list of assessment/evaluations projects you were involved in, and a max 2-pages proposal highlighting how you would approach this specific project to Francesco Bruscoli – fbruscoli@icrc.org – before **15.09.2020**.