

# **CARE International in Pakistan**

TORs for Consultant to Conduct  
“External Evaluation of Humanitarian Programme in  
FATA”

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**Contents**

- Background ..... 3
- Context..... 3
- Timeline..... 5
- Key Evaluation Questions..... 5
  - Project Relevance..... 5
  - Project Effectiveness and Efficiency..... 5
  - Project Management..... 6
  - Project Sustainability..... 6
  - Project Impact..... 6
- Consultant/ Team / Consulting Firm’s Responsibilities ..... 6
- Deliverables..... 7
- Qualifications..... 7
- Key Stakeholders ..... 8
- Role of CIP ..... 8
- Reporting Line..... 8
- Submission Criteria ..... 8
- Fees and Cost Estimate ..... 9
- Conditions of the Consultancy ..... 9
- Terms of Payment..... 9

## Background

CARE is a leading global humanitarian and development organization. Since its establishment in 2005, CARE International in Pakistan (CIP) has been responding to major disasters and undertaking an array of development projects. CIP works through its local partners and a range of stakeholders for development, as well as emergency response related interventions, which makes collaboration a key component of its work, across the country. Health and education, with particular focus on gender equality, are some of CARE's core identified program areas in Pakistan.

## Context

From June 2017 to December 2018, CIP implemented a Community Based Disaster Risk Management Project in Peshawar. Following are the details of this project:

**Title:** End Project Evaluation for Project: "Promote the resilience of disaster affected urban populations in Khyber Pakhtunkhwa"

**Project Focus:** Community Based Disaster Risk Management

**Donor:** ECHO

**Project Duration:** 17 months: (1<sup>st</sup> June, 2017 to 31<sup>st</sup> October, 2018)

**Project Location:** Peshawar 3 UC: Andar Sheher, Khalisa 1 and Khalisa 2

**Project Beneficiaries:** Vulnerable women, men, disable, refuges and minorities Beneficiaries 39147 individuals

**Total Budget of the Project:** 200,000 Euros

**Scope of Work:** Following activities were completed under the project

- Implementation of CBDRM approach in three union councils of Peshawar, Provincial Master Trainers from government departments trained on CBDRM
- Support to PDMA as per their need and request
- Formation of 10 disaster management committee (Neighborhood/village Councils) and build their capacity on MHVRA, CBDRM Planning, First Aid and Search & Rescue by using Master trainers trained on CBDRM
- Repair of three small scale 3 mitigation schemes
- Advocacy Strategy for CBDRM developed and shared with ECHO Partner's for review
- Pro Resilience public awareness and advocacy campaign organized by PHF and CDPM Peshawar
- Radio messages regarding monsoon rains for public awareness were broadcasted jointly with PDMA KP, Awareness Material like brochures , leaflets regarding monsoon rain dengue, forecasting and safety measures disseminated to the flood prone districts of Peshawar
- Situational Analysis of high rise building study completed by EEC-UET Peshawar.
- Formation of Advisory Group at PDMA level with technical lead on project. Regular meetings takes place
- Sensitization of urban policy unit, Peshawar development authority, Towns municipal administrations of Peshawar on urban resilience and CBDRM in progress
- Establishment of Multi-Hazard EWS in consultation with PDMA which will be linked with DMC's (EWS sub committee)

CIP is committed to a rigorous evaluation of this programs that is both independent and open-minded. With the project now concluded, CIP seeks the services of an independent consultant/ team/ firm to conduct an end of project evaluation of its DRR interventions in Peshawar. The overall process of evaluation will be guided by the goals and objectives of the project, the associated indicators delineated in the project log frames, and the methodology proposed by consultants. Relevant project documents will be provided at the inception meeting after the contract is awarded to the selected party.

For this terminal evaluation, the consultant /team /consultancy firm will propose an approach, a detailed research design and methodology; a sample size; a data collection and data analysis plan, as well as collect, analyse and manage data, record findings, identify key lessons learnt,

and provide program recommendations in a clear and concise report written in English. The evaluation will be based on DAC principles: relevance, effectiveness, efficiency, impact and sustainability. In addition, the evaluation will focus on project management and verification of quality of work completed (water schemes rehabilitated.)

Findings of the evaluation will guide decision-making about future programming for post-disaster projects and contribute to knowledge and development of recommendations on appropriateness and sustainability strategies of similar programs.

## **Timeline**

The evaluation is expected to be completed in all respects within 4 weeks after award of the contract.

## **Key Evaluation Questions**

This terminal evaluation will strive to address the following key research questions:

### **Project Relevance**

- How were the needs assessed during the design phase of the project? Were the key areas of focus for the interventions identified and did they meet the needs of the most vulnerable in target communities? If not, why not and whose needs were met?
- To what extent has the program used an inclusive approach and ensured stakeholder participation to design the project components? To what extent was the program successful in being compliant to government policy and integration within the government system?
- To what extent did the project solicit participation from the direct beneficiaries (both men and women of all social groups) to identify needs and determine appropriate strategies to address those?
- To what extent was the logical framework (and indicators) appropriately designed? Did LFA follow SMART definitions and measure key results and activities?

### **Project Effectiveness and Efficiency**

- To what extent did the project meet its stated objectives? What were the key contributing factors for the project success? Were the implementation strategies relevant and useful? Which activity was perceived most useful by the beneficiaries and the stakeholders? Which activity could have been improved? What was missing? Did the activities address the real needs of participants?
- How did each project fare on the CARE Gender Marker (i.e. gender blind, gender sensitive, gender responsive or gender transformative? To what extent was the programme successful in addressing gender- and age- specific needs of target populations?
- To what extent was the project successful in reaching out to most vulnerable populations through its interventions?
- What were the strengths and weaknesses of the approaches used?
- What best practices/lessons can be learned for application in future programmes?
- Under project activities, which tools were perceived as the most useful? Were the type and quantity of materials, if applicable, perceived to be sufficient to address the needs of the community?

- Did the methodology meet behaviour change communication basic principles (e.g. call to action, simple, technically correct messages and culturally appropriate, gender and age sensitive)?
- Was the timing of the delivery of the project appropriate e.g. materials arriving on time, trainings held as scheduled, etc.?
- Were resources used in the most efficient way in terms of having the greatest benefit to improving results?
- Could the current model have been implemented with the same or fewer resources with similar or greater results?

### **Project Management**

- Did the project follow the M&E plan? Was it implemented in a timely and appropriate manner? Was the project able to adapt/was flexible to changing needs/priorities over time?
- Was monitoring information shared with all levels?
- Was the level of reporting appropriate and did it provide sufficient feedback to management to allow management decisions to be made?
- Did CIP engage sufficient and appropriate staff to effectively manage and implement the project?
- Did CIP incorporate principles of Accountability to Beneficiaries into project implementation? If yes, what was incorporated and how? Was there any evidence of benefits?

### **Project Sustainability**

- What components of the project were sustainable?
- Are there any plans to continue capacity building support from the chapter to the branches? Is there any intention to use the training modules again?
- Were exit plans followed? If no, what was not followed and why? If yes, what was most successful? Was the exit planning done in a timely manner?
- Is there any evidence of communities continuing activities or reinforcing messages?

### **Project Impact**

- What other unintended impacts or consequences did the project have beyond objectives (both negatively and positively)?
- What contextual elements contributed to success or created challenges to optimizing impact from project interventions?

### **Verification of Outputs reported**

- Three small scale mitigation schemes; 2 consisted of repairing of culverts and improved water flow to prevent flooding, and 1 was repair of drinking water scheme to prevent contamination. To physically verify that these schemes are in place and showing good results.

### **Consultant/ Team / Consulting Firm's Responsibilities**

In addition to the below mentioned tasks, obtaining a NOC to work in the target areas will be the sole responsibility of the consultant/team/ consulting firm/awardee:

- Desk review of Project Documents

- Secondary data collection for comparison of project goals and objectives with actual activities.
- Primary data collection

The evaluation will be conducted in close coordination with CIP's designated Program Manager at every stage of the assignment.

## Deliverables

The consultant will submit a comprehensive evaluation report that includes evaluation protocols, detailing the evaluation methods and draft instruments, for discussion and approval, (before starting the field work). The deliverables will be submitted in the following forms:

- Inception report with a detailed work plan, finalized methodology/sample, tools, and timelines.
- Draft Evaluation Report
- Final Evaluation Report in English- free of jargon and no more than 30 pages excluding annexes. The report must include:
  - Title Page
  - Table of Contents / Figures and Tables
  - Abbreviations / acronyms page
  - Executive summary (1 to 2 pages' maximum)
  - Background and a short introduction to the project
  - The evaluation methodology (including evaluation/research questions and tools)
  - Findings
  - Innovation and lessons learned
  - Case studies/stories should be used to highlight/illustrate the findings
  - Recommendations
  - Conclusion
- 3 case studies showcasing project success and achievement of desired change in the community
- Lessons sharing/dissemination document capturing key impact and learning and presented in a reader friendly and marketable format.
- Cleaned data (transcriptions of interviews/questionnaires & quantitative data sets).
- Presentation of major findings to CARE's senior management team and other stakeholders.

## Qualifications

- More than eight years of professional experience in leading research, evaluations, impact assessments in humanitarian programmes.
- Knowledge of the local context in Pakistan, KP and of DRR response programs.
- Masters' degree preferred, or equivalent combination of education and relevant work experience.
- Experience with quantitative and qualitative research methods.
- Ability to work with people of different language and cultural backgrounds.
- Strong computer skills in the areas of spreadsheets, word processing, database management, and statistical analysis software.
- Excellent written and spoken English for report writing and presentation of findings.

## **Strongly preferred**

NOC and experience of working in the target areas.

### **Key Stakeholders**

- Internal
  - Program, finance and procurement staff at CARE
- External
  - PDMA,
  - Local health facilities,
  - DCM ( disaster management committees) formed during the project implementation

### **Role of CIP**

CIP will assign a focal person to facilitate and guide the research process via following activities:

- Inception meeting;
- Regular consultation when required;
- Providing feedback and approval of research methodology, research instruments and reports;

### **Reporting Line**

The lead consultant will work closely with and report to CIP's focal person.

### **Submission Criteria**

Interested firms or individuals are requested to submit a detailed technical and financial proposal that should essentially include the following:

- Executive summary
- Relevant organizational capacities of the firm
- Envisioned evaluation methodology (evaluation design, methodology and sample size should be submitted for each project separately) and
- Expected work plan/timeframe
- Proposed team structure along with key personnel resumes
- Detailed budget (personnel, training, cost of data collection/management, boarding and lodging etc.)

The proposal should also include:

- A brief description of the firm or institution (for applicants other than individual contractors) and a cover letter justifying your suitability for the assignment
- Two sample evaluation reports
- Daily rate quote(s)
- Three (3) professional references

**The application deadline for this assignment is Jan 15, 2019.**

The evaluators will be shortlisted based on quality of proposals, research design and methodology, qualification and experience of team members and local presence.

### **Fees and Cost Estimate**

The consultancy fees will be paid based on the technical and cost proposals. The cost proposal will also include all field costs, such as travel, boarding and lodging, field researchers and key personnel etc with all applicable taxes.

### **Conditions of the Consultancy**

The evaluator(s) will use her/his/their own office/resources/materials and technology in the execution of this assignment. CARE can provide local travel/transport to the field sites in North Waziristan Agency and can also cover accommodation and food, per diem, during data-collection in the field, as needed.

### **Terms of Payment**

The fees and costs estimates referred to shall be payable to the evaluators in a schedule that is agreed-upon between CARE and the consultant/ team of consultants or a firm. The payments will be made in PKR and will be contingent upon the successful and satisfactory delivery of deliverables.