

Terms of Reference

For

Final Project Evaluation

Of

Bringing the community on board:
strengthening the role of CSOs' in
increasing the economic resilience of
communities

Project Number 205077 EU

World Vision Lanka

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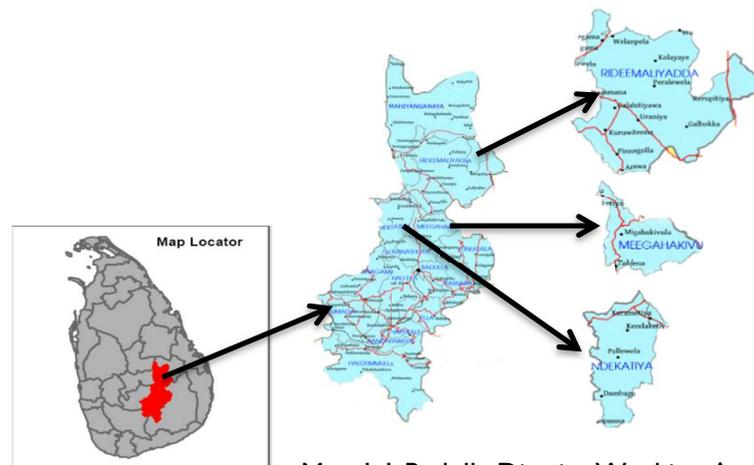
Glossary

BCoB	Bringing the Community on board
CBO	Community Based Organization
CSO	Civil Society Organization
CV	Curriculum Vitae
DS	Divisional Secretariat
DSD	Divisional Secretariat Division
EIDHR	European Investment for Democracy and Human Rights
EU	European Union
FAOs	Farmer Organizations/ Food and Agriculture Organization
FDME	Field Design, Monitoring and Evaluation
FGD	Focus Group Discussion
DIF	Development Implementation Frameworks
GAM	Grants Acquisitions & Management
GN	Grama Niladhihari
GND	Grama Niladari Division (Government Lowest Administrative Unit)
HH	Household
KII	Key Informant interview
LA	Local Authority
MEAL	Monitoring Evaluation Accountability & Learning
ToR	Terms of Reference
WRDS	Women Rural Development Society/Associations
WV Germany	World Vision Germany
WV Lanka	World Vision Lanka

I. Background

The Action “Bringing the Community on board: Strengthening the role of CSO’s in increasing the economic resilience of communities” (BCoB) focuses on achieving resilient and inclusive sustainable growth in three marginalized Divisional Secretariat Divisions (DSDs) in the Badulla District of the Uva Province in Sri Lanka viz: Kandaketiya, Ridimaliyadde and Meegahakiula. The project area covers the second, third and fourth poorest DS Divisions in Sri Lanka: Rideemaliyadda, Meegahakiula and Kandeketiya (Source: Department of Census and Statistics Sri Lanka Reports 2015).

The overall objective of BCoB is to strengthen CSOs as leading stakeholders in promoting inclusive and sustainable local economic development. This project aims to address rural poverty and development in Sri Lanka through empowering CSOs to promote inclusive and sustainable economic development at local level. The specific objective is to equip CSOs to take a lead role in improving the livelihoods of smallholder farmers, through integrated, participatory and resilient economic growth.



Map I.1 Badulla District Working Areas

There are many different CSOs in Badulla District which are playing a considerable role in socio-economic development. These CSOs especially focus on agriculture, dairy, village development, women and environment sectors. One of the challenges CSOs are facing is a lack of resources and capacity to strengthen and expand their roles.

LAs are also having policies and different strategies to establish inclusive sustainable local economic development in Sri Lanka. However, resources available to LAs in Badulla district are insufficient to cater to the needs of sustainable local economic development.

Further, LAs are making decisions aligning with government policies and strategies while CSOs are referring to their own constitutional frameworks. Without close engagement for decision making, LAs are apart from community concerns while CSOs are facing challenges regarding their needs and issues. BCoB’s aim is to bring 45,000 individuals belonging to rural farmer families on board in Badulla District by working with 75 CSOs and 20 LAs through increasing local accountability regarding economic policy implementation and the availability of infrastructure and services, improving access to crucial information for economic decision making, and increasing market access.

The following areas have been selected under this project:

Province	District	Divisions	# of GNDs
Uva	Badulla	Rideemaliyadda	42
		Kandeketiya	26
		Meegahakiwla	20

(Table I.1 – Project Working Divisions and GNDs)

The WVJ project team is directly responsible for monitoring of the action with guidance by the MEAL unit under the GAM Department. The Project Manager and MEAL coordinator are responsible for monitoring and supervising the quality of the project implementation. Additionally, the programme also was internally monitored across all its components by the Programme Manager and Finance Director

from WV Germany. Finally, as per internal regulations and donor requirements, the project needs to have an external financial audit and an external end of project evaluation.

1.1 Project summary

Project name	Enhancing CSOs' Contributions to Governance and Development Processes	
Project number	205077 EU	
Evaluation purpose	"To examine the impact of the project vis-à-vis their goals and vision and distil lessons from the experience that can be used as inputs for the future projects".	
Project outcomes (project goal)	#1	Contribute to strengthening CSO engagement in policy dialogue, development planning and local resource mobilisation.
	#2	Contribute to enabling local authorities, CSOs and smallholder farmers to make better informed economic decisions.
	#3	Capacity of CSOs and smallholder farmers to engage with market stakeholders and local authorities is improved.
Target population in the project area	45.000 individuals belonging to rural farmer families in Badulla District by working with 75 CSOs and 20 Las	
Direct project participants	Approximately 1.200	
Main collaboration partners	WV Sri Lanka (Co-Applicant) Janathakshan (Co-Applicant) Practical Action (Affiliate) Development with Disabled Network (Affiliate)	
Project budget	€ 800,000	
Funding source(s)	European Commission through the funding envelop European Investment for Democracy and Human Rights (EIDHR)	
Project duration	36 months	
Project start date	01/3/2016	
Project end date	28/2/2019	

2. Purpose, main objectives and key questions of the evaluation

World Vision aims to ensure and enhance the quality of its programming and has built a strong culture of lessons learnt. Furthermore, World Vision is committed to accountability for its donors and beneficiaries. As part of this approach World Vision is reviewing BCoB through an external independent evaluation. The purpose of the evaluation is to examine the impact of the project vis-à-vis their goals and vision and distil lessons from the experience that can be used as inputs for the future projects.

The three main objectives of the present evaluation are:

Firstly, analyse the relevance and effectiveness of the BCoB project.

Secondly, assessing the impact of the project regarding project outcomes 1-3. By doing so potential contribution by and synergies with other projects in the area should be considered as well.

Thirdly, identifying the likelihood that any identified positive changes will be sustained in the medium term.

The following DAC criteria and related questions shall be answered during the evaluation:

(1) Relevance

Needs based	Assess the extent to which the intervention was appropriate to support targeted beneficiaries and project outcomes
	To what extent did the BCoB project work reach most vulnerable children and families?

Appropriateness of ToC	Did the BCoB project's underlying Theory of Changes allow to achieve the desired impact?
	To what extent was the project's underlying program logic adequately adjusted according to a changing environment?
Goal Setting	Were the goals and outcomes set realistic?
Strategic Alignment	Is the project aligned with the country strategies and technical standards?
Participation	To which extent did beneficiaries and partners participate actively in the Planning, Monitoring and Reflection processes?
	How has CSO been applied to the economic development of farmer families? Analyse the involvement of CSO especially for farmer families.
	Were the beneficiaries appropriately selected to receive the interventions proposed? I.e. were the target groups able to influence the economic decision making?
Partnerships	Identify the effectiveness of the partnership with Janathakshan and other partners, focusing on whether the partnership resulted in effective leverage and complementarity between organizations
	Discuss the elements that influenced the effectiveness of the partnership

(2) Effectiveness

Level of Achievement	To what extent did the programme achieve its outputs, outcomes and goals?
	What were the key challenges that hindered project implementation?
	What were the major factors influencing the achievement or non-achievement of the objectives?
	Verify the extent to which donor funds used in accordance with agreed activities?

(3) Efficiency

Alignment with Planning	Verify the extent to which donor funds used in accordance with agreed activities?
Efficient decision making	Where variances occurred, verify the extent to which changes were made to ensure the most efficient use of resources?
	Analyse the challenges arose that impacted on the efficient implementation of donor funds (like e.g. recruitment, coordination of partnership, resources and capacities, etc.)

(4) Impact of the BCoB interventions relevant to the formulated Outcomes 1-3

Contribution to change	To identify the positive and negative, intended and unintended, changes produced by the BCoB project interventions in Badulla District and to look if and how these have contributed to any identified changes concerning the defined outcome areas.
	Analyse the contribution of the the BCoB project to any observed impact (intended, unintended, positive, negative) and analyse what other actors and factors contributed to the impact.

Achievement of specific intended outcomes	How (if at all) do these changes contribute to improved economic resilience and in promoting inclusive and sustainable local economic development following target groups: (i) LAs (ii) CSOs (iii) FAOs (iv) Families and children
	Assess to what extent the following measures were achieved within the analysis: a) Increased CSO engagement in policy dialogue, development planning and local resource mobilisation b) Local authorities, CSOs and smallholder farmers are enabled to make better informed economic decisions c) The capacity of CSOs and smallholder farmers to engage with market stakeholders and local authorities

(5) **Sustainability** of the BCoB interventions

Durability	To what extent are the effects and outcomes of the development interventions (summarily) likely to remain in future?
	How likely will critical services and effects be sustained beyond the duration of the project?
	Analyse the integration of the project into existing local institutions (e.g. skill transfer to partners, uptake by CSOs). Discuss the contributions of findings to sustainability of the positive changes
	What are the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?
	To which extent is the project's approach suitable and recommendable for future programming?
Social capital	To what extent did the project strengthen CSOs/LA and small holder farmers in engagement in policy dialogue, development planning and local resource mobilisation and enable to make better informed economic decisions.
	To which extend have CSOs and smallholder farmers engaged with market stakeholders and local authorities.
Transition Strategy	Did the project plan and implement an adequate transition and exit strategy that ensures longer-term positive effects and reduces risk of dependency?

3. Evaluation approach and methodology

It is expected that the consultants will apply a theory based approach. Thus we expect that the consultants:

- a) assess the quality of the project's intervention logic
- b) reconstruct a Theory of Change (ToC) considering the underlying assumptions between causal linkages in order to achieve the intended Outcomes and Goals
- c) Based on this ToC the the project's contribution change will be analysed by considering the above mentioned evaluation questions

The evaluation team will adopt a consultative and participatory approach. This will include:

- Briefing by World Vision Lanka and Germany
- Evaluators lead a kick-off workshop and will submit an inception report for further discussion
- Secondary information analysis: Desk review of relevant programme and project documents and reports such as proposals, assessments, project budgets, monitoring and assessment reports, World Vision guidelines
- Direct information:

- Field visits to selected sites; among other surveys, interviews and/or focus group discussions with local partners, beneficiaries, governmental authorities and other stakeholders by the evaluator.
- Submission of a draft evaluation report to WV Lanka and Germany
- Debriefing workshop with WV Lanka and stakeholders
- To present the draft findings of the draft evaluation report
- To discuss substantive issues emerging from the draft report
- To gather feedback on the findings and build consensus on recommendations
- Submission of final evaluation report draft
- Submission of individual recommendations for WV Lanka and local partners

The evaluation should combine evaluation tools based on international standards and guidelines like OECD DAC Quality Standards for Development Evaluation. Furthermore, comparability to baseline data needs to be ensured.

4. Deliverables and report deadlines

4.1. Inception report

The inception report should set out the planned approach to meet the evaluation aims and objectives, evaluation design, sampling methods, methodologies to be used and questions to be answered. Additionally, the report should provide a description on how data will be collected and analysed as well as drafts of suggested data collection tools such as questionnaires and interview guidelines. The evaluation framework for sustainability and guidance provided by World Vision should be used to elaborate the evaluation concept. Deadline: Three weeks before the data collection starts The inception report needs the approval of World Vision Lanka and Germany.

4.2. Draft evaluation report

(for the structure refer to 4.3. Final evaluation report)

Deadline: 30/03/2019; exact date will be agreed/confirmed at the kick-off workshop

4.3. Final evaluation report including a summary

Deadline: Will be agreed at the debriefing workshop.

The report should include (but is not limited to) the following:

- Executive summary (max. 2-3 pages), template will be provided by WV Germany
- Evaluation aims, objectives, and scope
- Methodology
- Findings (related to the objectives and structured considering DAC criteria and questions)
- Conclusions
- Recommendations
- Lessons learnt
- Reports on the capitalization of good practices
- Annexes (including ToR, maps, questionnaires, list of interviewees and bibliography and the database on SPSS, STATA, Excel as an attached file).

4.4. Individual recommendations for partners and local stakeholder

(max. one page per organisation)

Deadline: Will be agreed at the debriefing workshop

5. Language

All documents are expected to be written in English.

6. Reporting

The evaluation team will directly report to World Vision Lanka and World Vision Germany

They will be bound by World Vision rules of confidentiality. All material collected during the evaluation process will be handed over to World Vision Lanka prior to termination of the contract. The evaluation report and all background documentation will become property of World Vision. The report will be published accordingly by World Vision Germany.

The evaluation team will not be allowed to present any of the analytical results as its own work or to make use of the evaluation results for private publication purposes.

7. Expected timeframe

Activities	Deadlines
Call for CVs, references and work samples of at least one recent evaluation report	30/11/2018
Recruitment of evaluation team	20/12/2018
Kick-off	10/01/2019
Inception report	31/01/2019
Evaluation phase including draft evaluation report	30/03/2019
Debriefing workshop	4/15/2019
Finalisation and submission of evaluation report	Will be agreed at the debriefing workshop

The evaluation team leader is requested to immediately inform World Vision Lanka office if serious problems or delays are encountered. Any significant changes to the evaluation timeframe must be approved by World Vision.

8. Budget

Offers should include a proposed budget for the entire evaluation, covering all consultancy fees and additional costs. The budget should present consultancy fees according to the total number of expected working days over the entire period. It is anticipated that the evaluation will last 25 – 30 working days. The evaluation team is responsible for its own travel itinerary. World Vision Lanka will support organising the logistics of the data collection.

9. Qualification of evaluation team

As a team the evaluators should have the following skills and experiences:

- Demonstrated experience in contribution analysis and Theory of Change
- Demonstrated capacity and experience in evaluating development programmes with a strong focus on livelihood expertise.
- Experience in multi-methodological and interdisciplinary approaches and data collection and analysis techniques in evaluation of development programmes
- Demonstrated capacity to work both independently and as a team
- Demonstrated oral and written communication skills
- Demonstrated cross-cultural skills.

For the lead evaluator:

- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner
- Knowledge and prior experience of the South-Asian Region
- Proficiency in English

- Demonstrated experience in conducting Theory of Change processes.

10. Key documents to be reviewed

The following key documents need to be reviewed:

1. Log frame



BCoB Activity
Progress.xlsx

2. Sample proposal



Proposal submission
letter.pdf

3. Child protection policy



Child protection
policy.pdf

11. Tender

Tenders/offers will be accepted by consultants as well as from commercial companies, NGOs or academics.

- Call for up-to-date CVs, at least two references for all evaluators involved and work samples of at least one evaluation report of a recent evaluation (in English)
- Covering letter explaining interest and suitability for this position (in English)
- Offers should include a proposed budget covering all consultancy fees and additional costs. The budget should present consultancy fees according to the total number of expected working days over the entire period.

The final decision on tenders will be taken by World Vision.

Deadline for CVs, references and work samples: Forward CVs, references and work samples electronically to lanka_procurement@wvi.org to World Vision Lanka, and Thomas Döhne World Vision Germany (thomas.doehne@wveu.org) by December 10, 2018