

**Terms of Reference:**

**Mid-term Evaluation of Caritas Switzerland’s International Cooperation Programme 2017-2020**

Time Period:	2017–2018
Thematic sectors:	Food security & markets; water, sanitation & hygiene; climate change and disaster risk reduction; education and vocational training; migration; humanitarian aid
Countries:	Activities in 28 countries worldwide, 9 countries more in-depth interviews (no travel required), 2 workshops in Lucerne, Switzerland
Type:	Mid-term evaluation
Methods:	e-questionnaire, qualitative skype interviews with key staff (collaborative outcome monitoring, most significant change), data analysis of existing indicator system, expert panel and workshop
Goal:	Areas of improvement for the current strategy period in order to achieve/comply with the strategy and programme and provide starting point for development of Caritas Switzerland’s IC Programme 2021–2024

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## 1 Purpose of the evaluation

Caritas Switzerland is currently implementing its Strategy 2020. While the IC Strategy defines the strategic guidelines for the organisation's engagement in international cooperation (IC), the International Cooperation Programme 2017-2020 describes in detail the underlying concepts for the work, the thematic sectors and the working principles. The programme comprises 6 fields of activities: food security & markets; water, sanitation & hygiene; climate change and disaster risk reduction; education and vocational training; migration; humanitarian aid.

After two years of implementation, the mid-term evaluation aims at verifying whether the current IC Programme is maintaining its relevancy, and whether the projects initiated under the programme will effectively contribute to the goals defined in the programme. The evaluation is expected to highlight areas of success and to underline challenges in achieving the objectives in the six fields of activity. The evaluation report will inform the continued implementation of the programme and serve as starting point for the internal discussions on the IC Programme 2021-2024.

## 2 Subject and scope of the evaluation

The evaluation shall deepen Caritas Switzerland's understanding on which thematic areas and intervention approaches are most successful and should be **scaled up and replicated**, and which ones should be dropped in the forthcoming IC Programme. The evaluation shall thus provide recommendations for the ongoing implementation and the next strategy period concerning the **thematic foci** and **key approaches** of Caritas' international programme.

The midterm evaluation will cover all 28 countries of intervention and allow for a more in depth understanding of successes and challenges in 9 countries: Bolivia, Bosnia, Syria Crisis, Tajikistan, Nepal, Bangladesh, South Sudan, Uganda, and Chad.

## 3 Focus and evaluation questions

The mid-term evaluation will answer the following questions related to the ongoing IC Programme 2017-2020 and formulate recommendations for the upcoming Programme 2021-2024.

### **Impact dimension – success and success factors:**

- What do partners, programme staff and IC management perceive as the most significant change to which the Caritas projects/programmes have contributed to in the past years?
- Which methods, tools and approaches did they find especially useful to contribute to this change?

### **Relevancy dimension – now and in the future?**

- Are those changes in line with the IC Strategy and the IC Programme?
- Is the IC Programme relevant to partner organisations, countries or localities in which the programme is implemented, and is it relevant for donors?
- According to estimations of stakeholders, will this relevancy remain up to 2024, or do donor programmes and needs of beneficiaries change considerably in the near future?

### **Efficiency – how can we improve our efficiency?**

- How useful do country organisations consider the thematic concepts and managerial tools? Were they supportive to achieve the IC programme and strategy goals?
- How do they consider the internal and external cooperation in relation to efficiency?

## **4 Evaluation methods and process**

The evaluation will use mixed methods (qualitative and existing quantitative data) and work at all important levels, i.e. implementation partners in the field, country offices and Head Office. Caritas proposes to use the method “collaborative outcome reporting” (including most significant change stories). As part of the methods and as input to formulate recommendations, it is proposed to conduct an expert panel in March and an end of evaluation ½ -day workshop in the frame of the Delegates Meeting in April 2019.

More specifically, the following methods and steps are proposed:

- **Analyse existing data:** Quantitative output and outcome data related to the standard indicators at institutional level; annual IC programme reports; annual country management reviews
- **Conduct survey:** e-questionnaire to all IC staff (Head Office plus 28 countries)
- **Conduct interviews:** qualitative interviews with partners, country directors, programme directors and IC management in selected countries
- **Validate results and substantiate:** Discuss results of quantitative and qualitative assessments and validate or change results by conducting an expert panel workshop. Involve the key experts and maybe guests to validate and substantiate the results of the interviews.
- **Validate and prioritize recommendations:** Discuss and validate the recommendations at a ½-day workshop during the delegates meeting.

The evaluator will be provided with all relevant documents, in particular Caritas Switzerland’s strategy, a summary of the IC Programme, flyers on fields of activity and countries, the IC Annual Report, the annual country review for the focus countries, and access to power BI dataportal of standard indicators.

The Evaluation is carried out complying with the DAC Quality Standards for Development Evaluation.

## **5 Deliverables**

- The evaluator is expected to produce a short report in English presenting the results of the evaluation and structured as following:
  - o A narrative section explaining the programme context and rationale
  - o A ‘results chart’ summarising the achievements of the programme against the programme logic model
  - o A narrative section describing the results/the achievements (expected and unexpected), the issues and the recommendations.
  - o A section providing a number of ‘vignettes’/stories that provide instances of significant change (usually first person narratives).
  - o A section describing areas of improvement related to managerial tools and guidelines.
  - o An index providing more detail on the sources of evidence.

- The report should not exceed 30 pages. It should include an executive summary of 2-4 pages including key findings, conclusions and recommendations.
- A final debriefing will take place with the delegation of the IC management and quality management of Caritas Switzerland

Upon request, the results of this evaluation will be made available to any interested third parties.

## 6 Schedule

December:	Start of assignment and document review (3 days)
December-February:	Conduct quantitative e-survey in all countries (4 days)
December-February:	Conduct qualitative interviews with approximately 30 persons (9-12 days)
March:	Conduct expert panel workshop (2 days) Submission of draft report (3 days)
April:	Conduct delegates meeting workshop (2 days) Feedback from Caritas Submission of final report (3 day)

The total amount of days allocated is max of 30 days.

## 7 Evaluation team / qualifications

- Multiple years of relevant professional experience in the sector
- Multiple years of experience in evaluating international cooperation interventions
- Proven record of the use of qualitative methods such as most significant change and participatory elaboration of recommendations
- In-depth knowledge of approaches, instruments etc. used in the sector
- Language skills: fluent in English, German, French; Spanish is an asset

## 8 Budget

Maximum available budget: 35,000 CHF

## 9 Mandator

The evaluation is to be carried out under the mandate of Anja Ebnöther, Head of International Cooperation, Caritas Switzerland. The mandator must be informed about upcoming difficulties and adaptation of the evaluation.