

Terms of Reference

Evaluation of Foundation for Rural and Urban Transformation (FoRUT)

1. Evaluation Summary

Commissioning organisation	FORUT
Organisation to be evaluated	Foundation Rural and Urban Transformation (FoRUT), Sierra Leone
Programme to be evaluated	FoRUT's part of FORUT's multi-year framework agreement with Norad: GLO-0732 QZA-13/0584
Projects to be evaluated	ADD 2.4: ADD Sierra Leone CR 4.6: FoRUT Child Rights GE 6.3: FoRUT Gender Equality & >Maternal & Child Health GE 7.6: FoRUT Livelihoods
Programme Phase	2014-2018
Evaluation Approach	Utilisation-Focused Evaluation
Primary Methodology	To be decided by evaluator and Primary Intended Users
Evaluation Start and End Dates	1 September – 11 October 2017
Maximum Budget	NOK 150,000

2. Background and context

2.1. Foundation for Rural and Urban Transformation

The Foundation for Rural and Urban Transformation (FoRUT) is a non-profit development agency based in Freetown, Sierra Leone. FORUT Norway has implemented programmes in Sierra Leone since 1991 directly through its country office. However, in 2015 FORUT Norway ceased to implement directly, and FoRUT was then established as an independent Sierra Leonean CSO. It took over the infrastructure, staff and projects that had previously belonged to the FORUT Country Office, but established its own governing structure.

2.2. FoRUT projects

FoRUT has a partnership agreement with FORUT which runs until the end of 2018, with four projects funded by Norad. The projects are carried out in two chiefdoms (Kongbora and Bumpeh) in Moyamba District, one chiefdom (Maforki) in Port Loko District and 25 schools in the Freetown (Western Area). In addition, FoRUT partakes in national level advocacy work. The three thematic areas in which FoRUT works are "Alcohol, Drugs & Development" (ADD), "Child Rights" (CR) and "Gender Empowerment" (GE). There is one ADD-project, one CR-project and two GE-projects, but their implementation is integrated in the project areas. Each of the four projects included in the evaluation has its own results framework based on the Logical Framework Approach.

2.2.1. ADD 2.4

The project “ADD Sierra Leone” will contribute to a National Alcohol Control Policy being adopted and implemented. Three different outcomes contribute to this.

2.2.2. CR 4.6

The project “FoRUT Child Rights” will contribute to children being actively involved in education and other community activities and having access to structures for protection. Four different outcomes contribute to this.

2.2.3. GE 6.3

The project “FoRUT Gender Equality & Maternal & Child Health” will contribute to women and young girls having fulfilled life style through good health, social and civic rights. Four different outcomes contribute to this.

2.2.4. GE 7.6

The project “FoRUT Livelihoods” will contribute to women and girls in poor /marginalised families having good economic and social conditions. Three different outcomes contribute to this.

2.3.Evaluation type and approach

The evaluation is an organisational evaluation, conducted as per the evaluation plan in the 2014-2018 agreement with Norad/FoRUT.

The overall approach for the evaluation is that it must be utilisation-focused.¹

2.4.Main stakeholders

The main stakeholders of the evaluation are:

- Stakeholders in the four abovementioned projects, as defined in each of them
- FoRUT, as the CSO partner in the Global South
- FORUT, as the CSO partner in the Global North
- Norad, as the main back donor

3. The evaluation assignment

3.1.Purposes and primary intended uses

The current agreement period between FORUT and FoRUT is 2015–2018, but the multi-year Norad-funded programme ran from 2014 through the FORUT country office. The primary intended uses of the evaluation will be determined collaboratively by the evaluator(s) and the Primary Intended Users (PIUs) of the evaluation. As a starting point, the following intended uses should be considered:

- As a learning tool for FoRUT, providing lessons learnt that will help the organisation improve its FORUT/Norad-funded programmes as well as develop projects with support from other partners/donors.
- As input to further organisational development of FoRUT, it still being a young and emerging organisation in Sierra Leonean civil society.

¹ See Patton, Michael Quinn: Essentials of Utilization-Focused Evaluation. SAGE Publications.

- As a useful supplement for discussions between FoRUT and FORUT on a new partnership agreement from 2019.

The overall framework for the evaluation is that it must be utilisation-focused, i.e. consult the PIUs on issues like evaluation questions, methodology and report format. Identifying the PIUs in co-operation with FoRUT and making the evaluation utilisation-focused is a responsibility of the evaluator and should be considered an integrated part of the evaluation.

3.2.Scope of the Evaluation

The evaluation covers the Norad/FoRUT-funded projects carried out by FORUT's country office in Sierra Leone and FoRUT, respectively, since 2014. As this programme was a continuation of the 2009-2013 programme in most of the same locations, the previous programme is the foundation upon which the current programme was built. At an organisational level, the evaluation covers FoRUT since its foundation in October 2015.

3.3.Focus of the Evaluation

As the most important purpose of the evaluation is to help FoRUT improve its programmes in the next multi-year period (2019-2022), the starting point should be the OECD DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability. The evaluation should identify strengths and weakness of the organisation and its current projects, and provide realistic and prioritised recommendation for improvement. The evaluation should also contribute to FoRUT's accountability towards primary stakeholders in Sierra Leone as well as FORUT and Norad.

3.4.Evaluation Questions

The specific evaluation questions are to be developed by the evaluator(s) and the PIUs as an integrated part of the evaluation.

4. The evaluation method

4.1.Utilisation-Focused Evaluation (UFE)

The evaluation approach shall be utilisation-focused. As such, the evaluator should arrange a workshop or individual meetings with PIUs before the evaluation in order to arrive at the appropriate methodology, involvement of PIUs and other stakeholders, and to maximise the use(s) of the evaluation. Throughout the evaluation process, intended users should be updated on preliminary findings and be consulted to clarify doubts. Initial findings and recommendations made as a result of the evaluation must be fed back to the partners and right holders in a meaningful way, so they have an opportunity to discuss the recommendations before they are finalised. As much as possible, the evaluation should describe systems to check that recommendations are incorporated in future planning and proposals are documented and followed up.

4.2.Evaluation Phases and Timeline

The evaluation is to follow the main steps of outlined in the UFE approach², adapted to the local context and the time and budget available. The evaluation will have the following main phases, with an indicative timeline:

1 September: Consultancy starts

1 September – 8 September: Document review, interviews with PIUs, drafting an evaluation plan/revision of ToR with special emphasis on method and approach. Interviews may be held in-situ in Sierra Leone and/or by use of web technology.

9-24 September: Field mission in Sierra Leone concluded by a debriefing (Presentation of main findings) with all stakeholders.

25-29 September: First draft of report, including executive summary of findings and lessons learned, is submitted to FoRUT and FORUT.

29 September – 11 October: Circulation of draft report to FoRUT and FORUT for comments, followed by revision by evaluation team. Elaboration of final draft based on feed-back and comments

4.3.Reporting

The evaluation report will be in English, presenting all relevant findings and recommendations. Additionally, an executive summary in English will be produced. The main part of the report – excluding annexes – should not exceed 25 pages.

Attention to Intended Use(s) by PIUs should otherwise determine the modalities of the reporting.

The evaluation report will be made public in Norad's evaluation database.

4.4.Budget

The budget for the evaluation, including fees and reimbursable costs, should not exceed NOK 150,000. The consultant will make a budget of reimbursable costs (travel, lodging, per diem, other logistics) in addition to professional fees, and the agreed budget will be outlined attached to the contract between the Consultant and FORUT.

5. Other information about the assignment

5.1.Tendering process

The evaluator(s) will be selected through an open, international tender, the details of which are given in the Call for Tenders. Based on received tenders, a shortlist of three persons/teams will be selected. These three persons will present a technical proposal based on this terms of reference. The most comprehensive proposal will be selected.

² See e.g. Patton, Michael Quinn: Essentials of Utilization-Focused Evaluation. SAGE Publications.

5.2.Contractual arrangements

The selected proposal will be included in a contract between the evaluator(s) and FORUT. The contract will be administrated from the FORUT Head Office in Gjøvik, Norway. FoRUT will assist with establishing agenda and persons to be interviewed, make needed appointments and give logistical support.

5.3.Required and preferred qualifications

The evaluator or the evaluation team as a whole are required to have the following qualifications or experience with:

- Organisational capacity analysis, qualitative research, field work, data analysis and report writing
- Policy Analysis and Development
- Participatory evaluation including group process facilitation, and preferably experience with Utilisations-Focused Evaluation
- Civil society and social movements
- Rights-Based Approach in general, and child rights, children's participation, and gender issues in particular
- Sierra Leonean political, social and cultural context.

5.4.Code of Conduct

The evaluator(s) will be expected to adhere to FORUT's and FoRUT's Code of Conduct and Ethical Guidelines while conducting field work. Failure to do so may be regarded as a violation of the contract.