

Terms of Reference

Evaluation of FORUT's work on Alcohol, Drugs & Development, Child Rights and Gender Equality

1. Evaluation Summary

Commissioning organisation	FORUT
Organisation to be evaluated	FORUT and its partner organisation in the Global South
Programme to be evaluated	FORUT's multi-year framework agreement with Norad: GLO-0732 QZA-13/0584
Programmes to be evaluated	ADD 1: Global Policy Programme ADD 2: National Policy Programme ADD 3: Community Interventions Programme CR 4: Education and Protection Programme CR 5: Advocacy and Empowerment Programme GE 6: Gender Based Violence & Women's Health Programme GE 7: Economic Empowerment Programme
Programme phase	2014-2018
Evaluation approach	Utilisation-Focused Evaluation
Primary methodology	To be decided by evaluator and Primary Intended Users
Evaluation start & end dates	1 June – 20 October 2017
Maximum budget	NOK 400,000

2. Background and context

2.1.FORUT

FORUT is a non-governmental organisation founded in 1981 by the Norwegian peace and temperance organisations IOGT Norway, NGU and IOGT-Junior Association of Norway.

FORUT's vision is a peaceful, democratic and just world where everyone is secured human rights and a dignified life, and where alcohol and drugs do not jeopardise people's safety and human potential.

The mission of FORUT is to mobilise, organise and empower people, especially women and children, to develop their potential. They shall be able to demand their rights and combat poverty, injustice and oppression with democratic and peaceful means. FORUT's goal is that people have the power to change their lives.

2.2.FORUT partners

FORUT has 15 partner organisations in six programme countries.

Abbreviation	Country	Full name	Website
APSA	India	Association Promoting Social Action	http://www.apsabangalore.org/
CCAP	Malawi	Church of Central Africa Presbyterian Nkhoma Synod	
CWC	India	Concerned for Working Children	http://www.concernedforworkingchildren.org/
CWIN	Nepal	Child Workers in Nepal concerned centre	http://www.cwin.org.np/

DFM	Malawi	Drug Fight Malawi	http://www.drugfightmalawi.com/
FISD	Sri Lanka	Foundation for Innovative Social Development	http://fisd.lk/
ForUT	Sierra Leone	Foundation for Rural and Urban Development	http://forut.sl/
FRIENDS	Sri Lanka	Forum for Rural Income and Environmental Development Services Ltd.	http://friends-lk.com/
HLAD	Sri Lanka	Healthy Lanka Alliance for Development	http://healthylanka.lk/
MAGGA	Malawi	Malawi Girl Guide Association	http://magga.org/
NCA	Malawi	Norwegian Church Aid	https://www.kirkensnodhjelp.no/en/where-we-work/malawi/
RAHAMA	Sri Lanka	Recovery And Humanitarian Action Management Agency	http://www.rahama.lk/
RDTA	Nepal	Rural Development Tuki Association	https://www.rdtadolakha.org/
SAAPA	Southern Africa	Southern African Alcohol Policy Alliance	http://saapa.net/
SHARPZ	Zambia	Serenity House Alcohol Reduction Programme Zambia	http://sharpzambia.blogspot.no/

2.3.FORUT thematic areas and programmes 2014-18

FORUT's three thematic areas are:

- ADD: Alcohol, Drugs & Development
- CR: Child Rights
- GE: Gender Equality

ADD consists of three programmes, CR of two programmes and GE of two programmes. The programmes are designed to contribute to the following long-term development goals:

- ADD 1: Alcohol is a recognised problem in global health and development policies.
- ADD 2: Reduced harm from alcohol and other substances in Malawi, Zambia, Sierra Leone, Sri Lanka, Nepal and selected states in India
- ADD 3: Reduced harm from alcohol and other substances in local communities in Malawi, Sri Lanka, Nepal and India.
- CR 4: Children's rights to education are ensured and children at risk of exploitation are protected against harm.
- CR 5: Children's rights are respected by government institutions who are accountable to civil society, and to children in particular.
- GE 6: Women and adolescent girls have good physical and mental health and their social and political rights are respected.
- GE 7: Women from poor families benefit from economic resources and influence decisions affecting them.

2.4.Evaluation type and approach

The evaluation is a programme evaluation, conducted as per the evaluation plan in the 2014-2018 agreement with Norad/FORUT. The evaluation will focus on the interconnectedness and synergies between the three thematic areas and seven programmes of FORUT and its partners.

The overall approach for the evaluation is that it must be utilisation-focused.¹ The primary intended use of the evaluation is as an improvement-oriented formative evaluation, but it is also intended to contribute to accountability and supporting decision-making for the next multi-year framework agreement.

2.5. Main stakeholders

The main stakeholders of the evaluation are:

- Primary stakeholders in a selected number of projects under the 2014-18 programme
- FORUT's CSO partners 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 Norad is 2014–2018. 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 and its partners, providing valuable lessons and learning for future programming.
- As a useful supplement for discussions between Norad and FORUT on a new multi-year framework agreement from 2019.
- As a contribution to both conceptual and practical understanding of the interconnectedness of child rights, women's rights and alcohol/drugs issues and programming in FORUT's programme countries.

The overall framework for the evaluation is that it must be utilisation-focused, i.e. consulting the PIUs on issues like evaluation questions, methodology and report format. Identifying the PIUs in co-operation with CWC 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-funded programmes of the multi-year framework agreement GLO-0732 QZA-13/0584 since 2014. The framework agreement is implemented in the following countries with the following partners (and programmes in brackets):

- Sri Lanka: FISD, HLAD, FRIENDS & RAHAMA (ADD2, CR5, GE, GE7)
- India: APSA & CWC (ADD3, CR4, CR5, GE7)
- Nepal: CWIN & RDTA (ADD2, ADD3, CR4, CR5, GE6, GE7)
- Sierra Leone: FoRUT (ADD2, CR4, GE6, GE7)
- Malawi: DFM, MAGGA, NCA, CCAP (ADD2, ADD3)
- Zambia: SHARPZ, SAAPA (ADD2)
- Norway: FORUT (ADD1)

The direct implementation by FORUT-Norway is limited to the programme ADD1, and it is only covered by the evaluation to the extent that it inter-relates with the other programmes.

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

3.3.Focus of the evaluation

The focus of the evaluation is the interconnectedness and synergies between the three main thematic areas of the multi-year programme (see 2.3):

The three thematic areas have always been part of the work of FORUT and its partners, but the approach was only formalised as three thematic areas for the 2009-2013 multi-year framework agreement with Norad and this was continued from 2014. FORUT now feels it is time to not only analyse the work of its partners in each of these three areas, but to focus on how their interconnectedness, both as developmental challenges and when it comes to programmatic approaches and solutions.

FORUT adopted a new development policy document in 2016, which summarises our current approach to development, and which includes a Theory of Change focusing on this interconnectedness. The Policy Paper was created through a participatory process with all partner organisations.

The evaluation should therefore focus on the following dimensions of FORUT's and partners' work in these three thematic areas:

1. The extent to which ADD, CR and GE are integrated in the programming of FORUT's partners, and how such integration impacts positively and negatively on achievement of results.
2. The extent to which service delivery in each of these thematic areas is being used strategically to increase the effects of advocacy, capacity-building and empowerment.
3. The extent to which work on the global, national and sub-national level support and reinforce each other.
4. The extent to which the programmes contribute to the individual, relationship, institutional and cultural dimensions of sustainable change.

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 and after 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 rights 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 approach²², adapted to the local contexts and the time and budget available. The evaluation will have the following main phases, with an indicative timeline:

²²See e.g. Patton, Michael Quinn: Essentials of Utilization-Focused Evaluation. SAGE Publications.

- **1 June:** Consultancy starts
- **1 June- 5 June:** 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 India and/or by use of web technology.
- **8 June:** Full-day meeting in Bangalore, India, with Primary Intended Users from FORUT and partner organisations in the Global South. This in connection with a meeting of all FORUT partners.
- **9 June – 20 August:** Develop evaluation questions and data collection methodology, plan data collection, reporting and use.
- **21 August – 1 October:** Field missions to some or all programme countries.
- **2-6 October:** First draft of report, including executive summary of findings and lessons learned, is submitted to FORUT and its partners in the Global South.
- **7 – 20 October:** Circulation of draft report to FORUT and its partners for comments, followed by revision by the 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 75 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 400,000. The consultant will make a budget of reimbursable costs (travel, lodging, per diem, and 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 by FORUT. These three persons/teams will present a technical proposal based on this Terms of Reference. The most comprehensive proposal will be selected.

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 partner organisations 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 evaluator team as a whole are required to have the following qualifications or experience with as many as possible of the following criteria:

- Policy and programme analysis, qualitative research, field work, data analysis and report writing
- 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 and women rights in particular
- Issues related to alcohol and drugs policies and prevention in the Global South
- Local context in as many as possible of FORUT's programme countries: Sri Lanka, India, Nepal, Sierra Leone, Malawi and Zambia

5.4.Code of Conduct

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