



By email

20 May 2015

**Invitation to Tender: External Evaluation UK Aid Match**

Christian Aid is inviting individual consultants and organisations to submit a tender for the supply of an External Evaluation of UK Aid Match programmes.

Please submit a service proposal in response to the specification enclosed.

- Part 1 Instructions to Tenderers
- Part 2 Terms of Reference and Background
- Part 3 Code of Conduct for Suppliers
- Part 4 Form of Offer

It is the responsibility of the tenderer to ensure that offers are received by **5.00pm (UK time) on Monday, 8 June**. Tenders received after this time shall not be considered.

Please acknowledge receipt of this Invitation to Tender.

Yours sincerely

Wendy Wheeler  
Procurement Manager

## Part 1: Instructions for responding to the Invitation to Tender

Please read and understand these instructions before responding, to ensure that your tender meets our requirements. Christian Aid reserves the right to refuse non-compliant tenders.

Only information provided as a direct response to the specification will be evaluated. Potential suppliers should respond on the basis that Christian Aid has no prior knowledge of their organisation. Information and detail which forms part of general company literature or promotional brochures will not form part of the evaluation process.

### 1. Key dates

Activity	Date
Issue ITT	18 May
Closing date for completed tenders	8 June (5pm)
Shortlist	10 – 12 June
Interviews	18 June (to be confirmed)
Select supplier, finalise & agree contract	w/c 22 June
Anticipated start date	w/c 29 June
Anticipated completion of evaluation	18 December

### 2. Communications

**Completed tenders** and any clarification questions must be sent to Wendy Wheeler at: [wwheeler@christian-aid.org](mailto:wwheeler@christian-aid.org)

All clarification questions and responses will be anonymised and compiled into a single file and shared with all bidders on a timely basis.

### 3. Format for responding

Please provide a written proposal in response to the specification and signed Form of Offer (part 4 of this document).

- Key contact details and company information (self-employed/limited company).
- Capacity: An overview of the expertise and experiences of the consultant [s] (individual/s or organisation) in line with the tender specifications.
- Methodology and plan: A proposed methodology and project plan.
- Evaluation ethics: an overview of ethical considerations in the design of the evaluation
- Budget: A breakdown of proposed budget
- Include as an annex, an example of a previous evaluation.
- The names and contact details for two references.
- Your qualifications and experience. We expect you to expand on the relevance of any qualifications and experience within the proposal but would appreciate that these are also clearly listed at the front.
- If you intend to use sub-contractors please provide details including whether you have worked together before, and how you would manage their performance.

The Charity's objectives for this tender process are to secure a provider that has the range of skills and experience to deliver a comprehensive evaluation of our UK Aid Match funded projects in the specified countries. Your proposal should cover all aspects of the services as described in the Terms of Reference.

#### 4. Evaluation of proposals

Submitted proposals will be evaluated by a cross-functional panel.

Following the evaluation, the 2 or 3 highest scoring bidders will be shortlisted and asked to present their proposal in an interview with key stakeholders. We will question elements of the service proposal in order to further substantiate the bid and meet the proposed person/team.

#### 5. Selection

Christian Aid intends to select a single provider for the services.

The selected provider will be contacted during week commencing 22nd June at which the parties will begin finalising the contract and agree an implementation plan.

CA reserves the right to change any aspect of, or cease, the tender process at any time. While CA has taken all reasonable steps to ensure that the facts contained in this ITT are true and accurate in all material respects, CA does not make any representation or warranty as to the accuracy or completeness or otherwise of this ITT, or the reasonableness of any assumptions on which this document may be based.

All information supplied by CA to the tenderers, including that contained in this ITT, is subject to the supplier's own due diligence. CA accepts no liability to tenderers whatsoever and however arising and whether resulting from the use of this ITT, or any omissions from or deficiencies in this document.

It is the responsibility of suppliers to obtain for themselves at their own expense all additional information necessary for the preparation of their response to this ITT. No claims of insufficient knowledge will be entertained.

## **Part 2: Background & Terms of Reference**

### **1. Background**

Christian Aid (CA) received UK Aid Match (UKAM) strategic funding of £5m in 2012 as part of a pilot DFID project that ran from 2012 – 2015. The funding from DFID has supported eight Christian Aid country programmes (CP) in Asia and Africa to work with partners to improve access to essential health services and sustainable livelihoods for over 700,000 beneficiaries. The UKAM programme ended in March 2015. This document outlines the terms of reference for an evaluation to focus on improving learning on the livelihoods results and theory of change implemented by Christian Aid as part of this programme<sup>1</sup>.

At Christian Aid, we are committed to reviewing our work on a regular basis, using lessons learned to improve and inform thinking within our programmes and across the wider humanitarian and development sectors.

The timeframe for this evaluation coincides with a separate major piece of research (funded by DFID PPA) on Christian Aid's partnership approaches. This research seeks to develop a Theory of Change and document the added value of our partnership approach in 3 different country contexts. The findings from the partnership research will be finalised by the end of June and it is expected the results will feed into the evaluation.

### **2. Purpose of the Evaluation**

Christian Aid and DFID are keen to understand how Christian Aid's livelihoods and partnership approach works in practice and what elements of the frameworks applied need to be revised. Both Christian Aid and DFID are keen to maximise learning from the project and ensure that lessons are learned from other similar projects and vice versa.

Ghana, Burkina Faso and Myanmar have been selected for the evaluation because they have implemented livelihood projects where the components of the framework have been particularly evident. The sample of countries therefore provides different sets of programme conditions to further test and refine Christian Aid's livelihoods framework.

### **3. Evaluation Questions**

The evaluation questions will focus on improving our understanding of both the results achieved so far (how big, deep, inclusive and lasting the change has been), and the mechanisms by which these results have been achieved (how / why).

Key questions include:

- i) To what extent have Christian Aid Country Programmes improved resilience in the target cases through UKAM funding?
- ii) What results have been achieved in terms of and outside of the livelihoods framework?
- iii) What mechanisms and context is required that best support the implementation of a livelihoods project?

---

<sup>1</sup> During the design of the UKAM proposal, developing baseline data was not a requirement and we agreed with DFID that this would not be undertaken. It is important to flag the absence of baseline data as this could influence the methodological design choices of the M&E consultant

- iv) How does the *Thriving, Resilient Livelihoods* Framework need to be adapted?
- v) How has the CA partnership approach affected the livelihoods work of the partners?
- vi) How does CA's global Theory of Change on partnership work in practice in the selected livelihoods Programmes?
- vii) What are the strengths and challenges of the livelihoods and partnership approaches adopted by Christian Aid?

#### 4. Theory of Change for Livelihoods and Partnership

To capture learning from our livelihoods work, the evaluation will adopt a two-step process. Firstly, we will unpack and understand each project to be evaluated by identifying important mechanisms, strong design elements and causal pathways that supported the results achieved and enabled well-functioning livelihoods projects in Burkina Faso, Ghana, and Myanmar. The next step in the evaluation process is to hold up the projects we have identified to Christian Aid's Thriving, Resilient Livelihoods Framework not just to see if the framework can be identified in the success of the projects but to see if the framework is a useful and helpful generalisation of the complex processes, thresholds and pathways at livelihood, community, market and national level that emerge from the individual project case studies. The identification of these mechanisms and causal pathways will be fed back into the livelihoods and partnership framework to improve practice. The key elements of Christian Aid's livelihoods framework are provided below:



Partnership is the cornerstone of Christian Aid's programme work. Working with partners is central to delivering CA's programme approach and allows for a two-way exchange of resources, knowledge, and learning that draws on strengths, and supports the limitations, of each party. Partners are the bridge between programme and project: feeding practical experience and the voices of poor women and men into the programme, as well as implementing projects which are the reality of programme action. As a non-operational agency, we cannot and do not want to go it alone in our bid to achieve change. Partnership is at the heart of what we do.

**Table 1: Target countries and projects**

<b>Project title and Partner Organisation</b>	<b>Objective (s)</b>	<b>Partner Organisation</b>	<b>Which building block of the framework the project addressed</b>	<b>Available data sets</b>
<b>Ghana</b>				
MyPharm	To empower rural poor farmers in the Upper East region of Ghana with the ability to identify market opportunities and develop profitable agro enterprises that generate income and employment opportunities through diversifying and adding value to the local natural resources.	Ghana Youth Harvest Foundation	Risk and resource management, profitability, sustainability	Y1 & Y2 partner progress reports  UKAM – Ghana Annual report 13/14 & 14/15 prepared by the country office  Report from 2015 outcome review  Field data collection tools
Ghana Trade and Livelihoods Coalition	To empower rural poor farmers in the Upper East region of Ghana with the ability to identify market opportunities and develop profitable agro enterprises that generate income and employment opportunities through diversifying and adding value to the local natural resources.	Agriculture Incomes and Livelihoods Campaign	Risk and resource management, profitability, sustainability, voice	Agro policy performance Barometer (APPB) report
<b>Burkina Faso</b>				
Strengthening Resilience in Seno and Soum project	To strengthen the Resilience of the poorest Women and Men in the Seno and Soum provinces of Burkina Faso	Alliance Technique d'Assistance au Développement (ATAD)	Risk and resource management, profitability, sustainability, adaptability	Y1 & Y2 partner progress reports  UKAM – Burkina Faso Annual report 13/14 & 14/15 prepared by the country office
Strengthening Resilience in of men and women	To promote equitable and sustainable access to markets and economic resources for	Office de Développement des Églises	Risk and resource management, profitability,	Report from 2015 outcome review

Project title and Partner Organisation	Objective (s)	Partner Organisation	Which building block of the framework the project addressed	Available data sets
project	women and men living in poverty	Évangéliques (ODE)	sustainability, adaptability	
Strengthening Resilience in Zandoma project	To strengthen the Resilience of the poorest Women and Men in the Zandoma province of Burkina Faso	Réseau MARP	Risk and resource management, profitability, sustainability, adaptability	
Myanmar				
Metta Community Development Programme	To strengthen resilient livelihoods and build community capacities around preparation, response and mitigation in humanitarian crises	Metta Development Foundation	All	Y1 & Y2 partner progress reports  UKAM – Myanmar Annual report 13/14 & 14/15 prepared by the country office
KBC Christian Integrated Social Service Programme	To strengthen resilient livelihoods and build community capacities around preparation, response and mitigation in humanitarian crises	Karen Baptist Convention	Risk and resource management, profitability, sustainability,	Report from 2015 outcome review

## 5. Evaluation Approach

Christian Aid subscribes to the BOND NGO Evidence Principles, and would like the evaluator to take these principles into consideration in the evaluation design. In addition, the consultant[s] is encouraged to draw on the OECD-DAC Quality standards for developing evaluations. The evaluation approach will include the following:

### *Preparation*

- Literature review: key documents will be provided by Christian Aid (Item 10 Key Documents). A lot of contextual background has been gathered over the life-cycle of the projects and so the literature review will be vital in pulling everything together. However further data gathering and interviews will be required. Documentation will be provided by CA (country teams and London office) and in-country partners.
- There will be a briefing session with the consultant[s] and the evaluation steering committee to discuss the objectives and scope of work, and agree timelines.

### *Field work*

- Data collection and analysis methodologies will be developed in consultation with country offices and agreed with the consultant[s] through an inception report. Various data sets already exist for the evaluation and it is expected the consultant will draw on the data that is already available. If additional data is required this should be agreed in consultation with the country programmes prior to the field visits.
- Field visits to the focus countries (Burkina Faso, Ghana, Myanmar). Before each visit, a briefing should be held with in-country staff who will communicate the needs of the project visits to partners. After every country field assessment, an in-country debriefing session with partners and CA staff must be conducted, highlighting key issues, and addressing any clarifications before proceeding for field work in the next country.
- A debrief call will also be held with the Senior Programme Manager, Large and Complex Programmes (LCP), following country visits.

### *Outputs*

The consultant[s] will be responsible for delivering the following outputs:

- i) **Inception report:** This report will provide an overview of the approach to be taken by the evaluation consultants, including: elaboration of the conceptual framework to be applied in answering evaluation questions; definition of sub-questions to support interrogation of key areas of the conceptual framework; use of current data sets; identification of key groups and sampling; definition of data collection tools.
- ii) **Post field work brief:** This will be a short report highlighting emerging issues and thoughts on the evaluation.
- iii) **Final full report:** This full report details and supports the finding of the evaluation and provides recommendations for adapting Christian Aids livelihoods framework and partnership approach. The report should include: executive summary with separate country summaries; a detailed analysis of findings based on the TOR capturing each section and answering the key questions in each section and emerging issues; separate recommendations per country; annexes with list of all people interviewed, areas visited and dates; annexes with findings from stakeholders, community meetings.
- iv) **3 page policy brief:** The policy brief should clearly outlines the context of the evaluation, set out the findings. The paper should outline what actions could be taken to address the issues identified during the evaluation and the potential implications of these actions (or inactions).

### *Local consultant*

The successful lead consultant will be expected to work with a local consultant in each of the target countries. Christian Aid country programmes will be responsible for recruiting local consultants.

The role of the Local Consultants will be defined with the Lead Consultant, in line with their skills, experience and expertise. It is expected that they will: 1) lead the synthesis of available in-country data; and (2) accompany the lead consultant into the field and provide contextual information to feed into each of the outputs listed above.

The lead consultant is responsible for managing the local consultants.



## 6. Stakeholders and Roles

### *Line management*

The consultant[s] will be managed by the Senior Programme Manager – Programme Development, Large and Complex Programmes Division (LCP), working closely with members of the evaluation steering committee.

### *Country programmes*

The three Christian Aid country programmes (Ghana, Burkina Faso and Myanmar), CA Programme Performance Division, and LCP will work closely with the consultant to finalise the methodology for the evaluation and will also be responsible for all in-country logistical arrangements.

### *Steering committee*

An evaluation steering committee has been established to provide strategic direction and oversight to the evaluation process to ensure that it meets its aims and objectives as set out in the concept note (attached). It is comprised of: CA Large and Complex Programmes Division staff; CA Programme Performance; CA Country Managers (Burkina Faso, Ghana, and Myanmar); DFID Resilience Advisor; DFID Evaluation Advisor.

### *Reference group*

In addition a reference group, comprising representatives from implementing partners, will provide the steering committee with ongoing and practical advice on the roll out and implementation of the evaluation. The reference group will operate virtually and all input will be by email and/or skype.

### *Partners*

The seven partners responsible for project implementation in the three target countries will be key to the evaluation as they have an in depth understanding of the projects and will help to facilitate access to local communities and any information the consultants will need.

## 7. Indicative plan / timeline

Month	Activities
June	<ul style="list-style-type: none"> <li>- Deadline for applications <i>8 June</i></li> <li>- Interviews <i>18 June (to be confirmed)</i></li> <li>- Entry meeting with consultant [s] <i>w/c 22 June</i></li> </ul>
July	<ul style="list-style-type: none"> <li>- Preliminary discussions with country teams and partners <i>w/c 6 July</i></li> <li>- Consultant [s] present inception report and evaluation methodology to steering committee <i>w/c 13 July</i></li> </ul>
August	- In country visits x 3 (max. 14 days ) <i>31 July - 5 September</i>
September	<ul style="list-style-type: none"> <li>- Consultant prepares post field work brief and submits to steering committee <i>7 – 11 September</i></li> <li>- First draft of evaluation report submitted to steering committee for comments <i>28 September</i></li> </ul>
October	<ul style="list-style-type: none"> <li>- Consultant [s] cleans up report, responds to comments <i>5 - 16 October</i></li> <li>- Deadline for consultant to submit second draft of report, incorporating comments <i>19 October</i></li> </ul>
November	<ul style="list-style-type: none"> <li>- Consultant[s] cleans up report and prepares a final version <i>23 November</i></li> <li>- Final evaluation report submitted to Christian Aid <i>27 November</i></li> </ul>
December	- Report circulated to Senior management team in the International Department for a management response - <i>w/c 14 December</i>

## 8. Content of Proposal

We are looking for proposals that clearly articulate a methodology for undertaking the evaluation. They should consider sample methodology required, geographical coverage and data collection sources required for a robust evaluation.

The proposal should be no longer than 8 pages and must include:

- Your price and costing methodology - please ensure you set out anticipated people days/hours, time lines and costs.
- Methodology and plan: A proposed methodology and project plan including an overview of ethical considerations in the design of the evaluation. Please include as an annex, an example of a previous evaluation.
- CA expects to manage international travel arrangements, however please provide an indicative travel plan and costs.

## 9. Technical Competency & Experience

The consultant must be able to evidence the following competencies:

### *Essential*

- Demonstrable experience of designing and conducting quality evaluations of large programmes
- Familiarity with current debates and approaches to livelihoods work within the international arena
- Experience evaluating projects/programmes supporting livelihoods preferred
- Extensive experience of combining quantitative and qualitative / participatory approaches to evaluation and analysing findings
- Proven conceptual, analytical, research and writing skills
- Fluency in written and spoken English is required

### *Preferable*

- Familiarity with the socio-political context of Burkina Faso, Ghana, and Myanmar
- Fluency in written and spoken French
- Experience with Civil Society programmes.

## 10. Key Documents

Logframe

Christian Aid resilient livelihoods framework

UKAM year 1 annual report submitted to DFID

UKAM year 2 mid-year report submitted to DFID

UKAM year 2 annual report submitted to DFID

UKAM year 2 mid-year report submitted to DFID

Y1 & Y2 partner progress reports

UKAM – Annual report 13/14 & 14/15 prepared by the Christian Aid country offices

Report from 2015 outcome review x 3 – Burkina Faso, Ghana, Myanmar

UKAM Project Completion Report submitted to DFID (available after 30 June)

List key UKAM contacts

OECD-DAC Quality standards for developing evaluations

### Document 3: Code of Conduct for Suppliers

#### **ETHICAL STANDARDS**

***We strive to purchase and source goods, services and works which are produced and delivered under conditions that do not involve the abuse or exploitation of any persons.***

We look to work in partnership with suppliers to ensure that:

- 1) Employment is freely chosen
- 2) Freedom of association and the right to collective bargaining are respected
- 3) Working conditions are safe and hygienic
- 4) No exploitation of children
- 5) Living wages are paid
- 6) Working hours are not excessive
- 7) No discrimination is practiced
- 8) Regular employment is provided
- 9) No harsh or inhumane treatment is allowed

Specifically, we will not enter into any procurement relationship with companies that have:

- Significant Involvement in the arms trade
- Unacceptable levels of Third World debt
- Infringement of pharmaceutical marketing practices with essential drugs policies
- Tobacco marketing in the Third World
- Significant involvement in the alcohol industry
- Significant involvement in gambling
- Significant involvement in pornography

### **ENVIRONMENTAL IMPACT**

***We strive to purchase and source goods, services and works which have the least negative impact on the environment.***

We look to work in partnership with suppliers to ensure that:

- 1) Waste is minimised and items recycled whenever this is practicable. Effective controls of waste in respect of ground, air and water pollution are adopted. In the case of hazardous materials emergency response plans are in place.
- 2) Undue and unnecessary use of materials is avoided and recycled materials used whenever possible.
- 3) Processes and activities are monitored and modified as necessary to ensure the conservation of scarce resources, including water, flora and fauna and productive land in certain situations.
- 4) All production and delivery processes, including the use of heating, ventilation, lighting, IT systems and transportation, are based on the need to maximise efficient energy use and to minimize harmful emissions.

We expect our suppliers to comply with all statutory and other legal requirements relating to the environmental impacts of their business. We encourage our suppliers to be accredited to the relevant ISO standards.

In the event that we work in partnership with a supplier in good faith but subsequently discover unacceptable practices either at the supplier or within the supplier's supply chain we will engage with the supplier constructively to address identified weaknesses.

## Document 4: Form of Offer

### External Evaluation UK Aid Match

I **[insert individual name]** as the Authorised Representative of **[insert name of Bidder]** ('the Bidder') of **[insert address of Bidder]**

#### Confirm:

I have examined the information provided:

- Part 1 Instructions to Tenderers
- Part 2 Terms of Reference
- Part 3 Supplier Code of Conduct
- Part 4 Form of Offer

#### Agrees:

1. That this offer and any contracts arising from it shall be subject to the Christian Aid Terms and Conditions of Contract and all other terms (if any) issued with the Invitation to Offer; and
2. to supply the services in respect of which its offer is accepted in such quantities, to such extent and at such times as ordered; and
3. that this offer is made in good faith and that the Bidder has not fixed or adjusted the amount of the offer by or in accordance with any agreement or arrangement with any other person.

The Bidder certifies that it has not and undertakes that it will not:

- a. communicate to any person other than the person inviting these offers the amount or approximate amount of the offer, except where the disclosure, in confidence, of the approximate amount of the offer was necessary to obtain quotations required for the preparation of the offer, for insurance purposes or for a contract guarantee bond;
  - b. enter into any arrangement or agreement with any other person that he or the other person(s) shall refrain from making an offer or as to the amount of any offer to be submitted.
4. That to the best of Bidder's knowledge there are not any conflicts of interest or any circumstances that could give rise to a conflict of interest in the performance of the proposed Contract. Christian Aid requires that all actual or potential conflicts of interest are resolved to the satisfaction of Christian Aid prior to the submission of Bids. In the event that any actual or potential conflict of interest comes to a Bidder's attention, that Bidder should immediately notify Christian Aid.

Dated this [insert day] day of [insert month and year]

Name: (print) \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

The Form of Offer must be signed by an authorised signatory: in the case of a partnership, by a partner for and on behalf of the firm; in the case of a limited company, by an officer duly authorised, the designation of the officer being state.