

TERMS OF REFERENCE

FINAL EVALUATION OF NRK TELETHON CAMPAIGN PROGRAM (TCP)

1. Introduction to NCA: values, mandate

Norwegian Church Aid is one of the largest aid organisations in the Nordic region. We are there in disasters and emergencies to provide water and critical assistance to those affected. Together with our international network and partner organisations in the ACT Alliance we are able to reach millions of people each year and help make a positive difference around the world. We are determined to work towards eradicating injustice and we therefore work passionately with advocacy, long-term development in local communities and providing emergency assistance. As we see more and more people impacted by disasters, we now have an even stronger focus on providing more people with emergency relief and access to clean water. We believe that people in need must be helped and we will not stop fighting for a just world.

- NCA provides emergency assistance in disasters and works for long-term development in local communities. NCA also works to advocate for just decisions by public authorities, business and religious leaders as NCA wants to address the root causes of poverty
- NCA is proud to be a diaconal organisation as NCA has seen over the past 70 years what incredible influencing power and change comes from mobilizing ecumenical networks around the world. Diaconal means 'faith in action' and for NCA this is expressed through helping people that live in extreme poverty, fragility and emergencies regardless of creed, race, political or religious affiliation.
- NCA believes that people have the inherent capacity to contribute to their own development. In conditions of poverty however, many are denied fundamental freedoms and are deprived of resources. NCA works to change this so that NCA can see communities become active participants in their own development.
- Most of NCA work is undertaken together with local partners, many of whom are faith-based. NCA has seen time and time again that it is through our partnerships that things get done. NCA works to promote and ensure human development, human rights and human security in each local context.
- NCA is part of the ACT Alliance, which is one of the world's largest humanitarian alliances with organisations across religious faiths in over 140 countries. Together with sister organisations, NCA is able to reach millions of people each year around the globe.

Read more on: www.kirkensnodhjelp.no/en/

2. Context and Programme Background

The Norwegian Broadcasting Corporation (NRK) Telethon is the largest information campaign and fundraising event in Norway; this nationwide charity campaign is organised every autumn to raise money for a chosen cause. On the day of the Telethon, NRK broadcasts an eight-hour long TV-show, which includes live broadcasts from the many fundraising activities happening across the country.

The money collected on the 19th of October 2014 has been given to NCA with the purpose of providing sustainable drinking water to 1,000,000 people across 10 countries. During the months before October 2014, an NCA dedicated campaign team mobilised volunteers to collect money door to door in all of Norway. The amount collected by the Telethon campaign exceeded NCA's prevision; therefore, in agreement with NRK, the overall goal was adjusted to 1,342,000 people.

The 5 years period of implementation ended on 31.12.19.

The final evaluation of the TCP is conducted under initiative of NCA and financed with own funds.

TCP essential data

- Programme area: Water, Sanitation and Hygiene (WASH)
- Implementation Period: 1st January 2015 – 31st December 2019
- Countries of implementation: Haiti, Angola, Democratic Republic of Congo (DRC), Sudan, South Sudan, Ethiopia, Somalia, Tanzania, Pakistan and Afghanistan.
- Overall goal: granting access to sustainable water supply to 1,342,000 people
- Cumulative results from the first 4 years of implementation (2015-18): 1,577,614 people have accessed water supply
- Total budget: approx. NOK 250 M / € 25 M
- Funds allocated to Country Offices (COs): approx. NOK 200 M / € 20 M
- Cost of the campaign secretariat (including promotion in the media before the fundraising day): approx. NOK 32 M / € 3,2 M
- Funds allocated to Head Office (HO - including overhead): NOK 18 M / € 1,8 M

Scope and description of the context of the programme

The final agreement between NRK and NCA states the provision of sustainable water supply to 1,342,000 people in the 10 target countries, as main objective of the programme.

NCA implements its global WASH programme with a holistic approach; this means working at the same time and in the same place on the 3 WASH pillars: water supply, sanitation and hygiene promotion. As the main scope of TCP is to provide drinking water to people, sanitation and hygiene activities in the TCP selected implementation areas have been preferably funded by other donors. Where this was not possible, NRK funds were also used for sanitation and hygiene activities.

Programme set-up and results framework

At the time the TCP started, the countries of implementation had an ongoing WASH program except for Tanzania. Every country developed its specific 5 years TCP documents and is responsible for its implementation. Administrative procedures follow NCA Operation Manual, technical approaches and solutions correspond to the ones included in the NCA Global WASH programme and Global Result Framework for the strategic period 2015-2019. HO, through a Steering Committee, has provided thematic support and grant management functions both toward the donor (NRK) and the COs.

With few exceptions, the TCP activities have been implemented through national partners.

The outcomes of the TCP are:

Outcome 1: XXX rights holders have access to sound sustainable water supply services

Outcome 2: Rights holders' organizations have the capacity for management of sustainable community water supply and sanitation services

Outcome 3: Duty bearers are influenced to deliver on the right to water and sanitation services

Outcome 4: Rights holders take action to protect themselves against key public health risks related to hygiene practices

Outcome 5: XXX rights holders have access to adequate, appropriate, acceptable and sustainable sanitation services in public institutions and households

Outcomes 1 and 2 are mandatory for the COs; outcomes 3, 4 and 5 are optional

3. Purpose of the Evaluation

The final-evaluation shall assess the achievements made and challenges faced during the project implementation period (1st January 2015 – 31st December 2019), in regards to the evaluation questions below. The evaluation shall contribute to:

1. learning within NCA: identify key points for influencing management and implementation of the WASH program framework 2020 – 30 (both at HO level and at CO level).
2. NCA's accountability towards the Norwegian population that contributed to the TCP

The final evaluation report and findings are also expected to contribute to broader efforts by NCA to increase visibility among the international WASH community and to strengthen evidence-based fundraising.

The specific objectives of the evaluation are:

- Understand achievements and challenges and to which extent NCA has achieved programme objectives by verifying the impact of the activities in each country
- At CO level, with the aim of defining minimum costs and/or minimum set of resources needed to achieve a specific result, analyse results against resources used. Analyse and explain the reasons for differences across COs
- Evaluate how TCP has been managed in countries of implementation and in Oslo
- Identification of topics that may be worth of further investigation and/or research
- Be compliant with NCA Operations Manual

4. Methodology

The consultant is not expected to travel to the countries where TCP has been implemented.

The consultant will propose a specific methodology in the inception report to be submitted to the contracting authority for approval before proceeding with the field work. The evaluation, however, will include the following steps and considerations:

- Analysis and evaluation of data and information already available for each CO
- Identification of missing data and information for each CO
- Development / review of NCA evaluation tools (per each CO and HO, in collaboration with partners and relevant actors – government authorities, WASH working groups ...)
- Data collection plan for the missing data, to be done in a gender sensitive and inclusive manner and it needs to allow age and gender analysis and disaggregation of findings
- The consultant shall commit to protect the rights and confidentiality of informants and abide by “do no harm” principles. Data and information collected in the course of the assignment will be used for the purpose of the assignment only, and hand over to NCA once the assignment has been completed.

5. Evaluation Questions

The evaluation will consider all OECD-DAC evaluation criteria:

- Relevance – To what extent did the intervention objectives and design respond to beneficiaries’, country, and partners’ needs, policies, and priorities, and continued to do so if circumstances change?
- Effectiveness:
 - What has been the effectiveness of the project efforts?
 - Has the intervention achieved its objectives, and its results, including any differential results across groups?
- Efficiency:
 - To what extent did the intervention deliver results in an economic and timely way?
 - To what extent did the interventions adhere to relevant standards (NB: modality may differ country to country)
 - To what extent has the management of the intervention been efficient? What has been management capacity and quality in HO and COs?
- Impact: Has the intervention generated significant positive or negative, intended or unintended, higher-level effects?
- Coherence:

- What type of interactions did exist between a. other NCA WASH projects in country; and b. other NCA programs in country?
- To what extent has the intervention been consistent with other actors' interventions in the same context?
- Sustainability: Is there evidence that the net benefits of the project are likely to continue?

Other aspects it may be relevant to consider (list not exhaustive)

- NCA added value (did NCA have an added value in the program or it could have been implemented by any other WASH INGO?)
- Participation and complaints handling – mapping of existing mechanism: benefit / negative of it
- Stakeholder involvement
- Identify possible research topics out of the work done in COs
- Verify to which extent the needs of people with disabilities have been met
- Verify to which extent the solutions implemented have taken care of environmental considerations
- Verify to which extent innovative solutions have been used

6. Responsibilities of the consultant

The consultant will have overall responsibility for the evaluation, coordinating the national evaluation focal points (NCA staff based in country of operation, designated by NCA before the start of this consultancy work).

The consultant works in coordination with the NCA TCP Evaluation Steering Group (ESG) and s/he reports to the ESG chairperson. The ESG chairperson is a NCA WASH advisor.

The responsibilities of the consultant

- Develop the evaluation detailed methods and implementation plan in dialog with TCP countries and reference persons at HO
- Support remotely the COs in data collection and preliminary analysis, with a focus on data quality
- Collect and analyse data about the HO involvement
- Aggregate and analyse data from COs
- Analyse data about HO
- Draw conclusions and recommendations for NCA use and fulfil the general objectives
- Produce a report of the evaluation (see section 8)

Resources provided to the consultant by NCA

- Access to NCA TCP documentation
- Access to selected NCA systems and tools (office 365, SharePoint, archive; M&E tools)
- Support from NCA employees thematically relevant to the evaluation (WASH advisors, M&E advisors, grants/fundraising advisors among others)
- Office space in Oslo (if applicable / needed)

7. Timing of the evaluation

- Time frame: 4 months, home based if necessary, but with some presence in Oslo (ex. discussing the inception report); travel to COs is not expected
- Desired qualifications of the consultant:
 - Relevant experience of non-emergency WASH Project and programme management experience in rural African and/or Asian settings characterised by limited governance and security
 - Relevant experience in leading WASH programme evaluations
 - Experience in leading multicultural teams
 - Experience working in / with country offices
 - Proficiency in digital office working tools (MS Office 365)
 - Proficiency in data collection and analysis (preferably with Kobo Collect, power BI)
 - Documented capacity to link and to analyse program and financial data
 - Fluency in English and colloquial capacity in French (fluency in French is a plus)

8. Deliverables

- Inception Report, including the proposed methodology (tools, sampling, etc.) and timeline. The report will provide enough details for NCA to assess the soundness of the proposed methodology and overall approach. The inception report will have to be approved by NCA.
- Draft Report, for feedback from stakeholders and approval by NCA.
- Final Report, its form has to be agreed with the ESG chairperson.
Other than a “classic report” NCA aims at having an “organized and searchable volume” of information that allows for a simple preparation of sub-documents. Example of sub-documents: results for fundraising and external communication; mapping interventions (for reporting, planning, archive ...); listing lessons learnt etc.
For this purpose, the consultant may collaborate with NCA resources
- Presentation(s) in PowerPoint form of evaluation report including recommendations for internal and external sharing.

9. Documents to submit

- Letter of motivation
- CV of the consultant
- Summary of 3 recent and relevant evaluations (2 pages max in total)
- 2 recent references

In the financial offer, include:

- Consultant’s daily rate in euro / USD / NOK
- Allowances for working from Oslo, additional to daily rate and including accommodation cost (for consultants not based in Oslo). NCA will provide airplane / train ticket.