



**Terms of Reference (TOR) for consultancy to conduct an evaluation for
Edmund Rice Mission Capacity Development project (2018-2021)**

1. Background

The Congregation of Christian Brothers was founded in 1762 and has a 250 year history in education. Today Edmund Rice Mission (ERM) development projects continue to encompass education in its broader sense and are committed to working with those at the margins of society using a community engagement approach.

There are 79 ERM development projects in 23 countries with 120,000 direct beneficiaries. 49 of these projects are in less developed countries in Africa, Latin America, India and Oceania, with 100,000 beneficiaries. The projects focus on the liberation of people and communities through education, community development, advocacy and health. Through compassionate presence and seeking mutual transformation, ERM Development Projects promote human rights and fullness of life for all, especially those made poor.

A primary pillar of the Congregation's ERM Strategic Development Framework 2015-2020 was capacity development, which led to the development of this Capacity Development project. Following an assessment of baseline capacity in 2017 and a global consultation with key stakeholders, the Congregation Leadership Team (CLT) established the Mission Capacity Support Team (MCST) to deliver a three-year Capacity Development project 2018-2020. From 2018 through 2020, the project was governed by the CLT who delegated management and implementation responsibility to the MCST.

The MCST was comprised of Mission Coordinators from each area of the world where there are ERM development projects; supported by a member of the CLT, an Executive Officer, and Finance Manager. Representatives of the Congregation's development offices – ERD and ERFA – were also members of the MCST. The MCST developed a three year strategy 2018-2020, supported by annual logframes and action plans. In consultation with the CLT, the project was extended to 2022. Governance and implementation responsibility has been transferred to Edmund Rice Development (ERD) as of January 1, 2021.

Edmund Rice Development (ERD) is a development agency established in 2008 in Ireland by the Congregation of Christian Brothers and governed today by an independent board of directors. ERD collaborates to support the sustainability of ERM development projects by sourcing funding, building donor engagement and working with our partners to improve development capacity. ERD is committed to transparency and accountability, and to an efficient, effective operation that impacts positively on the lives of people made poor.

2. Overview of Capacity Development Project

The ERM Capacity Development project builds the capacity of ERM Development Projects to achieve better results in communities where we live and work through these strategic priorities:

1. **Increasing Effectiveness:** Increase Effectiveness of our nine ERM Development Offices (MDOs) & 49 Development projects to achieve better results in communities where we live & work
2. **Mobilising Resources:** Ensure human and financial resources are available and effectively managed enabling effective local project implementation in 14 countries where we have ERM development projects
3. **Learning and Improving:** Improve learning and sharing across ERM development projects globally to facilitate and maximise good practice in order to achieve greater impact in local communities where projects are based.



3. Purpose of the Evaluation

The purpose of the evaluation is to provide ERD and our stakeholders with an independent assessment of the progress against goals, processes and achievements made by the Capacity Development project to date. This assessment will help inform and provide recommendations for planning future capacity building work.

4. Scope and focus of the Evaluation

The evaluation seeks to look at the following areas: Project management; project outputs and contribution to outcomes and approach.

The Evaluation Questions

The following key questions are being considered to guide the project evaluation, and will be refined working with the consultant:

a) Relevance – Assess design and focus of the project

- What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints);
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?
- Did the project address the key capacity challenges initially identified?
- Is there evidence towards a Results Based Management approach?
- Have systems and processes been adopted in MDOs?

b) Effectiveness- the management processes and their appropriateness in supporting delivery

- Was the project effective in delivering desired/planned results?
- To what extent did the Project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- What have been the most successful inputs or outputs to date?
- How has the project responded to the challenge of COVID-19?

c) Efficiency – Of Project Implementation

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred?
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

d) Sustainability-

- To what extent are the benefits of the projects likely to be sustained after the completion of this project?
- Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- What are key learning and recommendations for similar support in future?



5. Methodology for Evaluation

The ERD Chief Executive and Project Manager will guide and oversee the overall direction of the consultancy. The evaluation will provide quantitative and qualitative data through the following suggested methods:

- Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, annual project reports
- In depth interviews to gather primary data from key stakeholders using a structured methodology
- Focus Group discussion with project beneficiaries and other stakeholders.

6. Duration of the Evaluation

The evaluation is expected to start in November 2021 for an estimated duration of 8 working days. This will include desk reviews, field work - interviews, and report writing.

7. Expected Deliverables

The Evaluation Report: This will be submitted 10 days after receiving feedback from the ERD project manager and Chief Executive. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should include the following:

- Executive summary
- Introduction
- Description of the evaluation methodology
- Situational analysis with regard to the outcome, outputs, and partnership strategy
- Analysis of opportunities to provide guidance for future programming
- Key findings, including best practices and lessons learned
- Conclusions and recommendations

8. Required expertise and qualification

Expertise required:

- Programme/project evaluation
- Capacity Building and training
- Working with the International NGO sector

Consultant(s) will be selected according to the following criteria:

- Understanding of the Terms of Reference
- Proposed methodology and planning of the assignment
- Experience in the evaluation of such programmes/projects
- Overall balance of skills being brought to the assignment
- Overall quality of the proposal
- Cost

9. Application

Application process: Please submit your expression of interest to acarney@edmundrice.org by **Monday 18 October 2021**. Please include your CV and a brief outline of the proposed methodology, budget and proposed timeframe in line with this TOR.

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