



IDEAL Activity Mid-Term Evaluation

CONSULTANT SCOPE OF WORK

Hiring Organization: Save the Children US
Location: Washington, DC

Background & Context

[IDEAL](#) is an activity funded by USAID's Bureau for Humanitarian Assistance (BHA) that works to support the United States Government's goal of improving food and nutrition security among the world's most vulnerable households and communities. IDEAL addresses knowledge and capacity gaps expressed by the food and nutrition security implementing community to support them in the design and implementation of effective emergency and non-emergency food security activities.

IDEAL's three purposes (updated in conjunction with the IDEAL Theory of Change developed in Year 2 of programming and in midst of the COVID-19 pandemic) are:

- **Purpose 1:** Improved capacity for integrated activity design and implementation of essential elements of quality programming
- **Purpose 2:** Consistent application of adaptive management practices in food security programs
- **Purpose 3:** Improved coordination and collaboration (between IPs, BHA, and other stakeholders) around common goals

This Scope of Work (SoW) provides the framework for the mid-term evaluation consultant. The purpose of the mid-term evaluation is to assess *specific aspects* of the relevance, efficiency and effectiveness, sustainability, and performance of the IDEAL activity. The evaluation will inform the readiness of IDEAL to execute on its overall purposes during the end of Year 3 and all of Years 4 and 5 of the award.

Objectives and Scope of Evaluation

The purpose of this mid-term evaluation is to take stock of the IDEAL activities implemented to-date and compare it to its original intent, with an emphasis on recent adjustments (including the comprehensive Theory of Change developed in Year 2) as well as its pivot and propel work related to the COVID-19 pandemic. The mid-term evaluation will:

- Inform activity leadership on effective efforts to date to improve food security programming which IDEAL can continue to catalyze; and
- Provide recommendations for the IDEAL team structure and programming to better meet the needs of the food security implementing community. Specifically, is the IDEAL activity currently structured and coordinating across its functional teams and stakeholders (staffing, Program Advisory Committee, and Technical Advisory Panels) to achieve its stated objectives?

The mid-term evaluation should be focused on strategic and participatory reflection on completed activities and the current Year 3 Work Plan to inform and improve the quality, reach, and breadth of IDEAL's programming through the Life of Award (LOA).

This mid-term evaluation has four broad objectives, listed below. Each objective has suggested lines of research, which the mid-term evaluation team should strive to address.

RELEVANCE

Assess the degree to which the IDEAL activity's functional and organizational design enables the activity to meet its goal and purposes. Specifically:

- Is IDEAL's strategic direction and programming around the seven core content areas relevant and appropriate to meet BHA and IP needs in Year 4 and Year 5?
- Has IDEAL sufficiently adapted to COVID-19 and other contextual changes in Year 1 and Year 2? What further adaptations are required to ensure the activity remains relevant to BHA and IP stakeholders?

EFFECTIVENESS AND EFFICIENCY

Assess if the IDEAL activity is being implemented effectively and efficiently. Identify barriers the activity encountered and assess if the activity adapted appropriately. Specifically:

- Is the IDEAL activity being implemented according to its Theory of Change? What is working and what is not working? Specifically, are IDEAL's internal processes and ways of working effective and efficient in achieving their desired outputs and outcomes?
- The merger of FFP and OFDA into BHA and the onset of the COVID-19 pandemic changed the operating environment for IDEAL and its stakeholders in significant ways. How effective was IDEAL's pivot and adaptation to these factors?
- What changes can be made to strengthen and enhance the IDEAL activity's performance through the LOA?
- To what extent has the IDEAL activity been successful in achieving its stated objectives/outcomes and meeting its reporting targets?
- To what extent are the IDEAL activity's Theory of Change and reporting indicators in the most recent M&E plan appropriate? Is the internal monitoring system sufficient to capture and report on progress towards the Theory of Change and indicators?

Is IDEAL's current size and structure appropriate to meet the continuing IP and BHA needs and to achieve its purposes and goal? Structure includes the functional teams within IDEAL as well as the working relationships with its Associate Awards, consortium members, Program Advisory Committee, and Technical Advisory Panels.

EXIT STRATEGY PREPAREDNESS

Assess the IDEAL activity's current preparedness for exit. Specifically:

- How has the sustainability plan been put into practice? What changes are needed to best prepare the activity for successful exit?
- Have IDEAL IP stakeholders begun to establish their own capacity to do capacity strengthening?

Evaluation Design and Methods

In addition to the external consultant(s), the mid-term evaluation team will include one (1) evaluation team member from each consortium member (Save the Children, The Kaizen Company, Mercy Corps, and TANGO International). BHA will have final approval on team composition. The IDEAL team will work with the evaluation lead (external consultant) to clearly define the scope and role of the evaluation team members during the evaluation's inception phase. Internal consortium mid-term evaluation team members will not have had greater than 50 percent of their time allocated to IDEAL (life of award to-date). The consortium evaluation team members will be able to navigate and coordinate needed interviews and data within each consortium partner while maintaining a level of objectivity (not having worked full time on IDEAL).

It is expected the consultant will first conduct a desk review and interview IDEAL leadership and consortium leads to inform the final methodology. The mid-term evaluation is expected to primarily utilize qualitative methods, although the use of secondary quantitative data may be helpful for some lines of inquiry. IDEAL will provide the evaluation team with full access to monitoring data and activity documentation. Detailed methodologies for the evaluation will be agreed between IDEAL, BHA, and the external consultant.

A detailed evaluation protocol will then be developed by the evaluators. The evaluators will work in conjunction with the IDEAL Senior Management Team (SMT) to identify appropriate consortium evaluation team members, and develop a scope of work for their individual contributions to the mid-term evaluation.

Sources of existing activity information include:

- Original activity proposal
- Year 1, 2, and 3 Work Plans
- Quarterly Reports to-date
- Year 1 and 2 Annual Results Reports
- IDEAL CRM data
- Activity TOC (in Miro)
- Activity/event/engagement evaluations
- Other internal and external documents as requested

Key information to inform budgeting for this SoW:

- IDEAL is made up of four consortium members
- IDEAL’s mandate includes providing support to BHA implementing partners
- IDEAL has between 25-30 full time staff across its four consortium members
- IDEAL has a close working partnership with 10-15 BHA staff
- The IDEAL Program Advisory Committee (PAC) has 22 members
- IDEAL held 37 events in the last reporting year (Year 2)
- Labor costs for the internal evaluation members (one from each of the four consortium members) should not be included in costs

Timeline, Activities, and Deliverables

Timeframe	Activity	Deliverable
April 1 – May 1	Inception phase, including determining team composition and member roles, develop detailed work plan for entire period Begin desk review of activity documents and preliminary key informant interviews (KIs) to inform the research protocol	Brief description of rationale and criteria used to establish team composition and roles Detailed mid-term evaluation research protocol
May 1 – July 1	Comprehensive desk review and data collection	Bi-weekly progress report (<2 pages) to IDEAL leadership, included as an annex in the final report Report on results of the desk review
July 1 – August 1	Analysis, interpretation, and report drafting	Presentation slide deck of preliminary results (to IDEAL

		<p>leadership and Activity BHA AOR) on key themes</p> <p>Draft mid-term evaluation report</p>
August 1 – September 1	Review, feedback, report and slide deck finalization, presentation of results	<p>Final mid-term evaluation report</p> <p>Final mid-term evaluation brief (high level findings, results, and recommendations)</p> <p>Presentation to IDEAL and IDEAL consortium staff</p> <p>Presentation to BHA</p>

Consultant Competencies

- Hands-on experience leading evaluations of global support mechanisms for international emergency and non-emergency response activities
- Experience working on and implementing a global support mechanism for USAID or other multi/bi-lateral donor
- Experience with USAID Food for Peace and/or USAID BHA food security programming
- Minimum of 15 years’ experience with evaluation design, implementation, and analysis of development and emergency programs, including those focused on providing, technical assistance, capacity strengthening and coordination , etc.
- Technical expertise of evaluation methods
- Cultural sensitivity

Submission of Proposal

The following documents will be shared with the select consultant(s):

- IDEAL Overview
- IDEAL Theory of Change
- IDEAL Organogram
- Original IDEAL RFP
- IDEAL Year 1 and Year 2 Annual Results Report

PROPOSAL REQUIREMENTS

- Total proposal must be less than 10 pages, excluding annexes/attachments
- Proposal must include the following:
 - Description of the individual(s) and/or firm and their relevant experience
 - Proposed approach (not a full methodology) and timeline
 - Proposed team structure (and CVs of all team members attached)
 - Budget (including a breakdown of expected LOE and cost per deliverable)

Please submit complete proposals to info@fsnnetwork.org by Monday, March 1, 2021.