

EVALUATION OF CHS ALLIANCE

2016 - 2018

Terms of Reference

The CHS Alliance is a global membership organisation headquartered in Geneva where it has a small secretariat and a branch office in London. It is registered as a not-for-profit association in Geneva, Switzerland, in conformity with Article 60 of the Swiss Civil Code. The CHS Alliance is the result of a merger between HAP International (a Swiss Association) and People In Aid (a UK registered charity) and brings together more than two decades of experience in quality, accountability and people management. It was set up in response to requests from humanitarian actors for support on quality, accountability and people management initiatives and on standards to harmonise organisational structures for the sake of their many users. The Joint Standards' Initiative (2011-13), encouraged by NGOs, donors and other stakeholders, led to the development of the CHS and the establishment of the CHS Alliance.¹

1. Background

The CHS Alliance held its constitutive General Assembly in June 2015 and HAP International and People in Aid formally merged in May 2016. As a new organisation, it benefitted from the support of the donors who had funded HAP and People in Aid and continued to support the CHS Alliance. The funds were a mixture of project funds and core funding through HAP and People in Aid and then directly to CHS Alliance. The core funding was contributed on the basis of a core funding proposal and workplan submitted to donors covering 2016 to 2018. The proposal was ambitious and the budget approved by the Interim board of the CHS Alliance in July 2015 was based on the assumption that the merger would be finalised prior to the start date of the first CHS Alliance Executive Director. Given that the core funding to CHS Alliance is multi-year, some of the donors have expressed an interest to carry out an evaluation of the work of the Alliance covering its first two and half years of existence.

There are two additional factors that make the timing of such an evaluation pertinent. Firstly, the Alliance finalised its 2018 -2021 strategy and operational plan in the third quarter of 2017, following a consultative process that involved staff, board members, General Assembly members and, secondly, the contract of the first Executive Director will come to an end, as planned, in September 2018.

In preparation for a new funding request to donors, the CHS Alliance Board and Secretariat would like to take stock of its achievements to date and also to have an opportunity to course correct in terms of its planned delivery against its 2018 - 2021 strategy. The Alliance Secretariat wishes to contract a senior consultant to undertake an evaluation as highlighted below.

2. Purpose of the evaluation

1. To document and provide critical analysis of the CHS Alliance's progress against the CHS Alliance Statutes

¹ See the Joint Standards Initiative Global Stakeholder Consultation Report, April 2013, by Lois Austin and Glenn O'Neill

Article 3

The vision of the CHS Alliance is that people and communities vulnerable to risk and affected by disaster, conflict or poverty, influence and access quality assistance and can hold organisations accountable.

Article 4

The mission of the CHS Alliance is to promote respect for the rights and dignity of people and communities vulnerable to risk and affected by disaster, conflict or poverty and enhance the effectiveness and impact of assistance by building a culture of quality and accountability.

The CHS Alliance will be guided by board-approved policies on quality, accountability and people management in their means to achieve the vision and mission.

Article 5

The CHS Alliance exists to improve the efficiency and effectiveness of organisations working to relieve the needs of people and communities vulnerable to risk and affected by disaster, conflict or poverty, including by supporting the rights of such people and communities.

The CHS Alliance will enhance the effectiveness and impact of assistance for people and communities vulnerable to risk and affected by disaster, conflict or poverty, by:

- *Strengthening the capacity of individuals and organisations and systems to deliver quality and accountable assistance.*
- *Leading and facilitating the development, promotion and maintenance of the Core Humanitarian Standard on Quality and Accountability.*
- *Managing the development, promotion and maintenance of the Core Humanitarian Standard monitoring, reporting and verification scheme.*
- *Leading improvements in people management and engagement.*
- *Collecting and using evidence to influence policy and practice at local, national, regional and international level.*
- *Stimulating and facilitating learning, continuous improvement and innovation to contribute to organisational and operational effectiveness.*

and other key documents - core funding proposal, annual work plans

2. To provide a light review and assess the results of the HAP-PIA merger and progress towards meeting the respective goals and objectives as per HAP and People in Aid joint statement on October 23, 2014 and February 17, 2015
3. To provide an input to the current strategy and provide an opportunity to course correct following a mid-strategy review.

3. Scope

The consultant will raise and address all relevant issues that may emerge during the evaluation, including the key areas highlighted below.

Relevance/Appropriateness

To what extent the CHS Alliance Board KPIs and Executive Director KPIs, the membership requirement, namely carrying out a self-assessment against the CHS, the services offered to the members and to the humanitarian sector as a whole is relevant and appropriate?

To what extent the CHS Alliance strategy 2018-2021 is adapted to the needs of member organisations and to the current debates, trends, challenges and opportunities in the humanitarian sector?

Effectiveness

In the absence of an organisational strategy, consider the **impact** and results from implementing the objectives as articulated in the CHS Alliance statutes, CHS Alliance core project proposal, the key performance indicators (KPIs) established by the Interim CHS Alliance Board, the result of the self-assessment report carried by the CHS Alliance Secretariat in 2017.

- What results have been achieved by CHS Alliance in the past two and a half years? What were the actual versus intended results?
- To what extent the organisation members find the services provided by CHS Alliance effective and useful to address their commitments regarding Quality, Accountability and People management?

Efficiency

Did CHS Alliance have the necessary resources and capacity to undertake the activities required to deliver on its objectives?

Recommendations vis-a-vis

Changes in the 2018-2021 strategy

CHS Alliance membership

Governance and secretariat set up

CHS and CHS Alliance positioning/ added value within the sector

Institutional donors

Resource mobilisation

4. Activities/Methods

A combination of primary data collection and secondary data review is expected during the evaluation. Primary data will be collected through a variety of methods, including key informant interviews, focus group discussions and e-mail/phone survey with representatives of key stakeholder groups. Visits to member and non-member agencies at two different locations are budgeted for this work.

It is expected that the consultant will undertake the following tasks:

1. Familiarisation with the relevant Secretariat workplans, budgets and reports.
2. Onsite interviews with CHS Alliance staff
3. Interviews with key stakeholders:
 - a. Chair of the Board and Board members, former chairs of People in Aid and HAP International
 - b. Sample of member agency CEOs and staff
 - c. CHS Steering Committee
 - d. Non-member agencies and other stakeholders, including certification body providing third party audit against the CHS
 - e. Donors
4. Draft report
5. Presentation of the preliminary results to the board and staff
6. Review draft report
7. Finalise report

5. Expected outputs and timeframe

It is estimated that the consultancy will be completed within 21 working days. The consultants will produce the following by the stated deadlines:

1. Evaluation framework, including methodology and a draft outline of the report by 29 June 2018
2. A short written update half way through the process to keep the Secretariat informed of progress by 13 July 2018
3. Draft report to be submitted to the Secretariat by 27 July 2018
4. A final evaluation report with an executive summary within 2 weeks of submitting the draft for comments to CHS Alliance. The main report should not exceed 30 pages (excluding relevant material in the appendices). It will include:
 - Findings regarding achievements and the relevance, appropriateness and effectiveness of CHS Alliance approaches in achieving its mission.
 - Specific recommendations to inform the 2019 operational plan and the mid-term review of the 2018-2021 strategy

6. Expertise required

- Experience with organisational development, capacity building, learning and understanding of a membership organisation.
- Understanding of quality assurance and self-regulatory systems (essential).
- Demonstrating understanding of humanitarian operations and current global policy debates.
- Knowledge of the CHS and other quality and accountability initiatives.

7. Terms and conditions

- Daily consultancy fee is negotiable, although it must be commensurate with CHS Alliance's status as a small NGO.
- The consultant will be contracted on a standard CHS Alliance consultancy contract.
- CHS Alliance will cover all reasonable accommodation and subsistence costs while the consultant is out of her/his home base, and will reimburse any direct administrative costs agreed in advance.
- CHS Alliance will pay half of the complete consultancy fee within one week of the consultancy contract being signed, and the remaining half within one week of the final report being submitted.

8. Expression of Interest

Applications are invited from suitably qualified senior consultants. Interested individuals or teams should submit a draft evaluation framework (max 2 pages) and a current CV by email to recruitment@chsalliance.org.

Deadline for submission: Monday 28 May 2018 COB.

Only shortlisted candidates will be contacted (by 8 June 2018).