



**GRC Terms of Reference (ToR)  
for the  
External Mid-term Evaluation  
of the Regional Project  
“Institutional Strengthening of Red Cross Societies  
in Perú<sup>1</sup>, Ecuador and Colombia”, Phase II (BMZ-SSF)**

<b>Place of assignment</b>	<b>Columbia and Ecuador</b>
<b>Period of assignment</b>	<b>August / September 2022</b>
<b>Main Partners</b>	<b>Columbian Red Cross (CRC) Ecuadorian Red Cross German Red Cross (GRC)</b>
<b>Donor</b>	<b>Ministry of Economic Cooperation and Development (BMZ-SSF)</b>

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<sup>1</sup>Peru has been part of the project, but activities had to be suspended in May 2022, therefore for the Peruvian part only a desk study is foreseen.

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## 1. Introduction & Context

German Red Cross (GRC) together with its partners Colombian Red Cross (CRC), Ecuadorian Red Cross (ERC) and Peruvian Red Cross (PRC) plan a mid-term evaluation in Colombia, Ecuador and Peru in August / September 2022.

It has to be mentioned, that due to organizational challenges within the Peruvian Red Cross, the project activities had to be suspended in May 2022 for the rest of the year. Therefore for the Peruvian part of the project only a desk study is foreseen.

### 1.1 Development, Socio-political and socio-economical context

#### - Columbia:

Political Situation: A decades-long conflict between government forces, paramilitaries, and anti-governmental insurgent groups heavily funded by the drug trade, principally the Revolutionary Armed Forces of Colombia (FARC), escalated during the 1990s. After four years of formal peace negotiations, the Colombian Government signed a final peace accord with the FARC in November 2016, which brought a period of relief unseen in decades. In some areas such as the pacific coast (Chocó, Cauca and Nariño) or the border region with Venezuela (Arauca and Catatumbo), illegal armed groups composed by former FARC members, the so called “disidencias”, ELN, Clan del Golfo, and other emerging gangs related to drug trafficking and illegal gold mining, took advantage of the pandemic-caused situation to expand their territorial presence, which has led to hostilities and increased control over communities and the country witnessed an increase in violence and killings, forced confinement, access restrictions, GBV and explosive hazard contamination, aggravating protection needs. Concerns regarding a continued high level of recruitment and use of children by armed groups remain. In May 2022, the country will elect a new president for the next 4 years which could have strong consequences in terms of diplomatic relationships with Venezuela and for the internal conflict. The uncertainty around the elections could also bring social civil unrest in major cities and shocks with the police forces.

COVID and economic situation: The COVID-19 pandemic hit Colombia hard but supported by the prompt and decisive actions that the Government took to protect lives, livelihood, jobs and firms, economic activity has been recovering fast and, by June 2021, reached almost the same level as at end-2019, despite a temporary slow-down due to mobility restrictions in April and protests and civil unrest in May 2021. However, despite national authorities’ social safety-net programmes, food insecurity has increased significantly: An estimated 3,5 million Colombians are severely affected by food insecurity and require urgent, life-saving assistance. Maternal mortality rates and those of children under age of 5 have increased in some areas, and the closing of educational facilities due to COVID-19 left 10 million children, including refugee and migrant children, out of school for half a year. This will have a lasting impact on youth. Women and girls have been disproportionately affected by food insecurity and loss of employment, among other factors. With the persistence of rural poverty, inequality, land disputes and the widespread presence of illicit crops, armed violence tends to increase in those areas in dispute by the different armed groups in the country. Protection risks are thus expected to remain severe in the areas with presence and under influence or partial control of armed groups.

Migration: With the socio-economic crisis in Venezuela, the number of Venezuelan migrants leaving their country remains high even in 2022. Colombia has hosted as many as 2.000.000 Venezuelan migrants, making it the first country to receive most migrants in Latin America. The challenges linked to the massive immigration as well as the transiting of millions of Venezuelans through Colombia makes it one of the most complex crises for the state to deal with. The needs in health, protection, wash, and social inclusion are barely covered by the state and local and international actors. This situation will continue for years to come, even though some things are slowly improving in Venezuela, (such as the availability of food and medicine for those with access to dollars), as many migrants seek to return to Venezuela (in transit again through Colombia) or reunite relatives with them in Colombia, Ecuador, Peru, Chile and other receiving countries.

Security Situation: Humanitarian agencies and their partners continue to face access restrictions and are experiencing obstructions and direct threats from armed groups. At least 189 attacks against medical missions and health workers were registered during the first five months of 2021, representing a 400% increase in comparison to the previous year.

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### - Ecuador:

General Information: Ecuador is one of the smallest countries in South America with an area of 283,562 km<sup>2</sup>. With a population of over 17 million, it is the most densely populated country in the subcontinent. 64% of the population lives in an urban environment. Like many Latin-American countries it is marked by a striking contrast between urban and rural areas and a very high inequality. This is in particular evident in the northern border strip to Colombia and the northern part of the coastal area (Esmeraldas) with a high concentration of afro-Ecuadorian and indigenous population, living in some areas with rather limited access to basic services like health care and water.

In April 2021 Guillermo LASSO was elected president becoming the country's first centre-right president in nearly two decades when he took office the following month. He followed President Lenin Moreno (2017-2021) of the left-wing party Alianza Pais of his popular predecessor Rafael Correa (2007-2017).

Natural Hazards: Ranked 55th out of 181 countries Ecuador is considered a highly vulnerable country to natural disasters. The country is located at the meeting point of the Nazca and South American plates, within the so-called "Pacific Ring of Fire". The country hosts 84 volcanoes, 24 of them potentially active. This entails a permanent seismic and volcanic risk and intensifies the conditions of vulnerability of the population in many areas. Moreover, Tungurahua, Cotopaxi, Guagua Pichincha, Sangay, Cayambe and Reventador constitute the 6 volcanoes in the ranking of very high and high threat according to the National Geophysical Institute.

In addition, Ecuador is among the 10 countries worldwide with the most intense earthquakes recorded since 1900. For example, in 2016 Ecuador was hit by a major earthquake that affected more than one million people and required international support for those affected.

Besides, the country experiences several hydro-meteorological hazards, including floods, droughts, water deficit, overflowing of rivers and estuaries, erosion, landslides, waves, electrical storms, frost or effects generated by the El Niño and La Niña phenomena. The 1997/1998 El Niño event was classified as the strongest of the century due to the impact and effects it generated in more than 8 provinces of the country. In 2016, 24,000 people were affected by floods in the north of the country.

Migration: The situation of the migrant population, mainly Venezuelans, still represents a humanitarian crisis. In According to the Ministry, the number of Venezuelan migrants in Ecuador since January 2010 are 2,778,476. The Working Group for Refugees and Migrants (GTRM) Ecuador, estimates that the actual migrant population in Ecuador is around at least 612,764 Venezuelans, but considering the statistics of the irregular migratory flows in the border areas, the actual number of migrants without regularization could be more than double.

COVID and economic situation: Like other countries in the region, Ecuador has seen good economic performance over the last 15 years before the COVID Pandemic, leading to a significant decrease in the number of people living in poverty (from 37% in 2007 to 25% in 2016). However, the sharp decline in oil prices (the government's main source of revenue) that began in 2014 led to a revision of social policies, which was reflected in the increase in poverty, feeding the social discontent that led to the strong popular protests in October 2019. After 10 days of extremely violent protest and blockage of main roads, the Government had to withdraw the measure and reinstall the subsidies. Nevertheless, this caused relevant damages on the Ecuadorian economy, didn't solve the alarming rise of external debts, and damaged the position and the credibility of the President. As the country recovered from the economic consequences of these protests, social distancing measures were taken to contain the spread of COVID-19. The lockdown imposed by health emergency in 2020, slashed once again the economy. In 2020, the real GDP growth for Ecuador was -7,8 %, in 2021 was 2,8%; the Projected Real GDP growth rate for 2022 is 3,5%. At the national level, in December 2020 the poverty rate reached 32.4% and extreme poverty 14.9%. In July 2021, the adequate employment rate in the country was 31.8%, the underemployment rate 24.6% and unemployment 5.2%.

Security Situation: Ecuador's security situation has been mostly stable over the last year after the country had been shaken in 2017 by the murder of three journalists by Colombian FARC dissidents in the border area and a bomb attack against a police station in north-western Esmeraldas Province as well as the violent protests in 2019, generated by the sudden withdrawal of subsidies in the gasoline price. But the ongoing economic crisis, the rise of poverty and consequential general discontent plus the increasing economic impact of the COVID-19 pandemic on the most vulnerable and poor population led to increasing criminality (assaults, robberies, and incidents with knives and firearms) especially in the metropolises of Guayaquil, Quito and Cuenca, as well as on the coast. In October 2021 was reported, that murders doubled between 2020 and 2021 in Ecuador and Robberies to people in Quito increased 26%. On October 18, 2021, President Guillermo Lasso, through Executive Decree 257 declared the state of emergency for 30 days in the provinces of El Oro, Guayas, Santa

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Elena, Manabí, Los Ríos, Esmeraldas, Santo Domingo de los Tsáchilas, Pichincha and Sucumbíos, which was later renewed for an additional 30 days.

In 2021, a total of 329 incarcerated people died in clashes between organized crime gangs in different penitentiaries across the country. This is the highest annual figure registered in the history of the prison population in Ecuador. In response to the penitentiary situation, the Government of Ecuador presented a "prison system pacification" plan that also aims to reduce the number of violent deaths on the streets of the country.

Throughout the border region with Colombia, there is an increased risk of kidnapping and activities by armed groups linked to drug trafficking.

### 1.2 Project/Program set up and institutional context – stakeholders

Since the end of 2017, the German Red Cross, together with its three Red Cross sister societies, the Ecuadorian RC, the Peruvian RC and the Colombian RC, has been implementing a regional SSF project entitled "Institutional Strengthening of Red Cross Societies in Perú, Ecuador and Colombia".

Its overall objective (impact) is to "contribute to improving the living conditions of vulnerable populations in Ecuador, Peru and Colombia through more effective aid delivery"; its Project Objective is: "Red Cross societies in Peru, Ecuador and Colombia have strengthened their capacity at the central and local levels, as well as in the volunteer and staff sectors, and consolidated their position in relation to government partners."

The first phase of the project was implemented from November 2017 till end of December 2020. In January 2021, the second phase began, which will run until the end of December 2023.

Building on the results of the first phase and making necessary changes, the second phase of the project continues working towards the same goals. Adjustments to outcomes and activities have been made, based on the experience of the first phase as well as a lessons learned workshop held with all relevant stakeholders in February 2020.

According to the SSF philosophy, the project is working on three levels:

1. The Micro level: focuses on strengthening the capacity of volunteers and thus their ability to engage at the community level. This phase supports the implementation of the tools and methods developed in the first phase to consolidate knowledge and processes within the three National Societies. Given the positive results of the collaboration with the three National Societies on volunteering, as well as on their ability to reach communities, the second phase continues to focus on volunteering initiatives, prioritizing those focused on mobilizing resources to strengthen volunteer groups. Along the way, the relevant processes are also strengthened and improved, from the selection of initiatives to monitoring during their implementation. The spread of COVID-19 and given movement and gathering restrictions further emphasized the need that was already identified during the lessons learned workshop in February 2020: The development of online training systems and the use of programs that allow interaction via video conferencing with volunteers. The Colombian Red Cross (CRC) already has an online training platform, which as part of the project will make the developed courses available to the other two National Societies. This cooperation was inserted as part of the tripartite cooperation agreement signed in February 2020 and developed as part of the first phase of this project.
2. The Meso level: In the lessons learned workshop, it was noted that the approach used in Phase 1 was considered particularly positive and beneficial, so the meso level to strengthen the branches focuses on improving their set-up and processes, as well as developing capacities to provide increased and improved assistance to vulnerable communities.

In the second phase, building on the results achieved in the first phase, a methodology based on peer (branch) support and exchange will be developed and implemented. The plan was to work with the branches from the first phase and to add between one and three new branches in each country. The new branches were selected at the beginning of the second phase and should have a low to medium level of development. The strong branches (those strengthened in the first phase) should be instrumental in leading the collaboration through mentoring and guidance.

Another point emphasized by all three National Societies in the Lessons Learned workshop is the need to improve fundraising capacity. Without the availability of funds, it will not be possible for branches to manage themselves sustainably. For this reason, management and administrative bodies should be trained in techniques for formulating entrepreneurial projects.

Finally, a weakness of the first phase was to be addressed - the lack of a standardized tool to measure the progress achieved in the supported branches. This tool was developed in the beginning of the

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second phase, based on the IFRC (International Federation of the Red Cross) self-assessment methodology, with a focus on the indicators that are addressed in this project.

3. The Macro level: It has been identified globally that volunteers face many risks when carrying out humanitarian actions in communities, whether due to violence, lack of training and/or insurance coverage, or equivalent safety nets. Based on these risks, the 32nd International Red Cross and Red Crescent Conference, held in Geneva in December 2015, called on States and National Societies to address the issue in their countries. The aim is to create conditions for humanitarian aid to be delivered more effectively (e.g., leave from work to attend to emergencies). Continuing the work done in the first phase, this level thus aims to improve the conditions for volunteering by influencing the respective national legislation in this area or the application of the same. In this way, the position of each national society should be strengthened in relation to the state authorities. The achievements of the first phase and the situations in each country are very different, so that each National Society has to develop context-specific activities. For example, the CRC, having achieved the implementation of part of the Law on Volunteerism, will continue its advocacy activities to push the government to comply with the existing law. In Ecuador, due to the lack of interest of the government in developing a law on volunteering in the first phase and the election of a new government in the beginning of the second phase, it will be necessary for the Ecuadorian Red Cross (ERC) to continue in the same direction in the second phase, trying to sensitize the government on the importance of an adequate law to protect volunteering and collaborating with other organizations to increase the effectiveness of advocacy activities

The Main stakeholders of the project are the volunteers who participate in the trainings carried out, the staff of the branches that are strengthened, and the communities where volunteer initiatives will be carried out. It should be noted that the volunteers as well as the respective branches of the National Societies are parts of the communities affected by potential crises.

In addition, the governmental and non-governmental organizations responsible for the development of volunteerism will be stakeholders of the macro level.

Direct target groups are:

- Peruvian Red Cross<sup>2</sup>: at least 800 volunteers, 5 branches (Abancay, Arequipa, Tacna, Trujillo (new phase 2), Santa (new phase 2) and 15 communities.
- Ecuadorian Red Cross: at least 2,000 volunteers, 6 branches (Bolívar, Cañar, Tungurahua, Pichincha (new phase 2), Napo (new phase 2), Pastaza (new phase 2) and 15 communities.
- Colombian Red Cross: At least 3,000 volunteers, 5 branches (Guainía, Risaralda, Sucre, Córdoba (new phase 2), Vichada (new phase 2), and 15 communities.
- Government organizations in each country:
  - o Peru: National Commission of Volunteers (CONVOL, under the Ministry of Women); National System for Disaster Risk Management (SINAGERD);
  - o Ecuador: Committee for Emergency Operations (COE; part of the National Risk Management System); Ministry of Health.
  - o Colombia: National Unit for Disaster Risk Management; Ministry of Health; Colombian Institute for Families (ICBF); National Institute for the Fight against Extreme Poverty (ANSPE).

## 2. Evaluation purpose and users

### 2.1 Purpose

The purpose of this mid-term Evaluation is to assess the progress of the project (activities, results and impacts) of the second phase in order to identify successes and challenges and give indications for potential changes for the second half of the second phase, necessary to ensure the achievement of set goals. In this context, also the outcomes of the first phase and the further development in the second phase should be taken into consideration, especially in regards of the development of the original project branches of the first phase and the new branches of the second phase.

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<sup>2</sup> Peru has been part of the project, but activities had to be suspended in May 2022, therefore for the Peruvian part only a desk study is foreseen.

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Moreover, the evaluation shall be the basis for the formulation of the third phase of the project and give respective recommendations (Concept Note to be submitted in March 2023; Lessons learnt workshop planned in Ecuador in February 2023).

The analysis should be done at the operational level (comparison of planning and implementation) and at the organizational and institutional level (partner national Societies and partners).

In particular, the following objectives should be addressed

- a) *Ascertain results (output, outcome, impact) and assess the effectiveness, efficiency and relevance of the intervention*
- b) *Contribute to improving the project (policy, procedure, technique, etc.)*
- c) *Identify longer term outcomes and impact and give directions for the formulation of the third phase)*
- d) *Accountability to stakeholders and donors*

### 2.2 Users of the evaluation

The main users of the evaluation will be:

1. the management and the staff of the implementing RC partner societies (ERC and CRC) at headquarters and their respective branch levels
2. the GRC office in Quito and the GRC headquarters in Berlin
3. the German Ministry for Economic Cooperation and Development (BMZ), which is the donor for this project.

## 3. Task description

### 3.1 Evaluation scope

The evaluation shall comprise the duration of the second phase up to date, between January 2021 and August / September 2022, but also take into account the outcome of the first phase (2018-2020), especially in regards of the development of the original project branches of the first phase and the new branches of the second phase. It shall cover all three levels as described above: micro, meso and macro levels in accordance with the SSF project logic.

Focus will be on Ecuador and Colombia. Because of the suspension of the project activities in Peru, for the Peruvian part of the evaluation there is only foreseen a desk study.

The following evaluation questions shall guide the development of the methodology. The Evaluator shall suggest any changes or additions to the evaluation questions in the proposal and, upon successful awarding of contract, during the inception phase. The evaluation questions will be agreed upon and documented in the inception report.

## 5. Evaluation process with timetable and reporting

The evaluation process has different phases and is described in the following paragraphs.

The process will be guided by the contracting parties. The timetable will be agreed by both parties. The evaluator should deliver a concept for the evaluation process in form of the inception report. Further reporting will consist of a preliminary report, which will serve as basis for an evaluation workshop and the final report, which will be the product to be delivered, including the validated workshop results.

### 5.1 Timetable (preliminary proposal):

Date	Task	Responsible person	Days/person
05.08.2022	Introductory meeting with evaluation team (virtual)	GRC and consultants	0,5
10.08.2022	Analysis of relevant documents	Evaluator	3
15.08.2022	Drafting of inception report (Spanish+ English)	Evaluator	2
17.08.2022	Kick-off meeting with GRC	GRC and Evaluator	0,5

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	Kick-off meeting with HNS		0,5
22.08.2022	Implementation of evaluation in-country: - Travel to Bogota (0,5 d) - Workshop & Interviews with CRC, ERC and GRC (1-2 d - 25./26.08.2022) - Field visit 2-3 branches Colombia + Interviews with Volunteer organisations (6 d) - Travel Bogota-Ecuador (0,5 d) - Field visit 2-3 branches Ecuador + Interviews with Volunteer organisations (6 d) - Travel Ecuador – Home base (0,5 d)	Evaluator	15,5
tbd	Data analysis and drafting of preliminary report (English + Spanish)	Evaluator	3
tbd	Workshop report validation (Virtual)	Evaluator	1
tbd	Final report preparation	Evaluator	3
tbd	Report reception and final discussion	Evaluator and GRC	1
	Total		30

### 5.2 Reporting

#### 5.2.1 Inception report

An inception report offers the opportunity for the evaluator/s and GRC to clarify the contract and the ToR after a first study of the existing project documentation. The inception report of the evaluator/s should not be longer than 5 pages. The evaluator/s will give feedback to GRC about the ToR and their feasibility. This is the point where the evaluator/s, based on the information from the secondary data, can clarify open questions and possibly change the content or direction of the evaluation as well. The inception report should be delivered (in English and Spanish) before the evaluation starts. It should contain:

- The key data of the evaluation (Project title, project data, commissioner of the evaluation, contractors, ...)
- Feedback / Amendment of the ToR – suggestions for ToR amendments if necessary
- Status of the evaluation preparation (team, timetable, distribution of tasks, reporting)
- Evaluation design: Chosen methods, approach, steps for their implementation.
- Tools for their implementation (questionnaires, data processing and analysis etc.)
- A draft implementation plan for the evaluation

The inception report will be discussed with GRC and the evaluator/s. Any changes of the ToR need an agreement of both parties, because they might change the conditions and thereby the contract between GRC and the evaluator/s.

#### 5.2.2 Preliminary report

All findings, conclusions and recommendations including the evaluation methodology should be described and presented by the evaluator/s in a short preliminary evaluation report. The results of the preliminary report will first of all be discussed with GRC and the partner/s and will serve as basis for the preparation of the evaluation workshop. The report will be presented by the evaluator/s in the evaluation workshop.

#### 5.2.3 Evaluation and validation workshop

Representatives of stakeholders and the evaluator/s will come together in the evaluation workshop. The workshop will be organized in order to discuss and validate findings, lessons learned, and recommendations proposed by the evaluator/s. Stakeholders might formulate additional recommendations if necessary. Possible content of an evaluation workshop:

- Presentation and discussion of the preliminary evaluation report
- Validation of lessons learnt and recommendations by all stakeholders
- Collection of additional observations or recommendations

It is expected that the evaluator/s present a structure for the workshop as part of their preliminary report. GRC and partners are responsible for the workshop preparation and all related logistics.



### 5.2.4 Final report

The final evaluation report should consider the validation of the stakeholders during the final workshop (virtual) and has to be delivered at least 4 weeks after the workshop. All consultant works, inception-, preliminary- and final report should be delivered in Spanish and English language.

The Evaluator will give his/her recommendations but should incorporate the validation process during the workshop in the final report, including additional recommendations from the workshop participants. The report will have to be approved by German Red Cross. **The final report should, as a minimum, include the following elements:**

- Fact sheet–main findings, recommendations and lessons learnt (1 page)
- Executive summary – a tightly drafted, to-the-point, free standing document (about 5 pages max) with the following, fixed structure:
  1. Short project description
  2. Key questions of the evaluation
  3. Key findings  
(Structured (if applicable) along the OECD DAC criteria: Relevance / Effectiveness / Efficiency / Sustainability / Impact)
  4. Lessons learned
  5. Major recommendations (Mainly general recommendations)
- Introduction – with purpose of the evaluation, scope, key questions, short description of the project to be evaluated and relevant framework conditions.
- Evaluation design and methodology
- Key findings with regard to the questions pointed out in the ToR
- Conclusions based on evidence and analysis
- Recommendations as expected in the ToR, which are relevant and feasible and targeted to the respective audience (to differentiate between target audience for project team, partner organisations, GRC management)
- Lessons learnt, as generalizations of conclusions for a wider use
- Annexes (ToR, inception report, list of consulted persons/organisations, tools used incl. questionnaires and analysis framework, workshop documentation, literature, etc.)

Key findings, conclusions and recommendations should be presented in a clear and transparent way, possibly put next to each other in a table to demonstrate the logic.

The report can be extended by the evaluator by additional points if necessary.

GRC HQ, the project team and the partners will analyse the final report, especially the feasibility of the recommendations proposed by the evaluator. The list of recommendations will be

## 6. Responsibilities and duties

### 6.1. GRC

- will facilitate all logistics in the country in cooperation with the CRC and ERC
- will support the evaluator with the necessary working material.
- will give a security briefing to the evaluator before the mission
- will sign the contract with the evaluator and cover the consultancy fees as per the contract
- will maintain overall coordination with GRC National Headquarters in Berlin.  
Contact: Zainab Alwash (Country Manager GRC HQ);
- will maintain coordination with the GRC Project Delegate in Ecuador.  
Contact: Andrea Kehrwald (Project Delegate)

### 6.2. Evaluator

- will define the methodology, the timeframe and the intended outputs/outcomes of the various stages of the work.

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- will specify arrangements required to organize the workshop or any other activity in close collaboration with the CRC, ERC and GRC.
- will follow the timeframe agreed, and shall communicate any unforeseeable change as soon as possible
- conduct the necessary meetings, interviews, workshops, focus group etc. in Spanish
- will submit all deliverables (inception report, preliminary and final evaluation) to GRC in English and Spanish as per the agreed timeline
- will revise the draft, based on the comments from CRC, ERC and GRC

### 10. Evaluator Profile

The evaluators should meet the following criteria:

- Several years of proven international experience as an evaluator of humanitarian/development projects
- Proven knowledge and experiences with Capacity Building Projects (experience with BMZ SSF projects preferable)
- High analytical, writing and workshop facilitation skills
- familiar with south American contexts
- **fluent in both Spanish and English**
- Knowledge/experience of the Red Cross Movement highly desirable

### 11. Application Procedure

Interested evaluators should submit their application by 24.07.2022 to Zainab Alwash on [z.alwash@drk.de](mailto:z.alwash@drk.de) and Andrea Kehrwald on [a.kehrwald@drk.de](mailto:a.kehrwald@drk.de).

The application should include:

- Curriculum Vitae
- Technical proposal: the technical proposal should contain the following elements:
  - a) A chronogram for how the evaluator proposes to complete all tasks
  - b) A description of the proposed methodology
  - c) An example of previous relevant work
- Financial proposal: the financial proposal will indicate daily fee and applicable taxes; international flight tickets, insurance and per diem/DSA are not reimbursed by GRC, thus these should be factored into the daily fee.  
The proposal shall be prepared in gross and net.  
GRC will cover the Evaluator's accommodation and travel costs within the country (Columbia + Ecuador).
- Tenderers self-declaration (Annex: "Declaration of Conformity").

*GRC will not consider incomplete applications.*

## 12. Abbreviations

BOCA	Branch Organizational Capacity Assessment (BOCA); Tool des IFRK
CONADHIE	Comisión Nacional para la aplicación de Derecho Internacional Humanitario
CONVOL	Comisión Nacional de Voluntariado / Nationale Kommission für Freiwilligenarbeit (PER)
CRISFE	Gemeinnützige Organisation in Ecuador, die soziale Interventionen durch Programme für Bildung, territoriale Entwicklung und Unternehmertum durchführt (ECU)
ECAV	Entidades Con Acción Voluntaria (COL)
ERK	Ecuadorianisches Rotes Kreuz
ECAV	Entidades Con Acción Voluntaria (COL) (Einheiten mit Freiwilligen-Aktivitäten)
FBI	Formación Básica Institucional (PER) (Institutionelle Grundausbildung)
HAES	Herramienta Evaluación y Análisis de Seccionales (Bewertungs- und Analyse-Tool für die Zweigstellen)
KRK	Kolumbianisches Rotes Kreuz
ODV	Organizaciones de Voluntariado (COL) (Organisationen der Freiwilligenarbeit)
PAB	Primeros Auxilios Básicos
PACO	Paz, Acción y convivencia - Programa de la agrupación Juventud- CRC) (Frieden, Aktion und Koexistenz - Programm der Gruppierung Jugend-RK; COL)
PONARSAR	Policia Nacional de búsqueda y Rescate / Nationale Polizei für Suche und Rettung (COL)
PRK	Peruanisches Rotes Kreuz
REV	Red Ecuatoriana de Voluntariado / Netzwerk der Ecuadorianischen Freiwilligenarbeit (ECU)
SIVOL	Volunteer-Management System des ERK
SMAPS	Promoción de la Salud Mental y Apoyo Psicosocial / Förderung der psychischen Gesundheit und psychosoziale Unterstützung
SNV	Sistema Nacional de Voluntariado (COL)
SPAC	Salud y Primeros Auxilios de Base Comunitaria = Gesundheit und Erste Hilfe auf Gemeindeebene
SRI	Servicio de Rentas Internas / Finanzamt (ECU)
UNAD	Universidad Nacional Abierta y a Distancia (COL) (Nationale Offene und Fern-Universität)
UNGRD	Unidad Nacional de Gestión de Riesgo y Desastre / Nationale Einheit für Risiko- und Katastrophenmanagement (COL)