

# Haiti Country Strategy Final Evaluation

## Terms of Reference

### Background

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Insert key background on country strategy.

### Purpose and Scope

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The purpose of the evaluation is as follows:

- Assessing the impact of the Haiti Country Strategy on partners and beneficiaries identifying areas of achievement and challenges faced.
- Assessing the effectiveness and efficiency of the Haiti Country Strategy in terms of achieving its objectives.
- Capturing key learning from the implementation of the Haiti Country Strategy
- Providing relevant information for the development of a new Country Strategy

### Primary intended users and uses

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The findings and recommendations from the evaluation are intended for use by the following key users:

User	Use
Country Representative and their staff	Revision of <a href="#">Strategy</a> and development of new strategy. Assessment of achievements Contribution to team's personal objectives.
Partners collaborating in the delivery of the Country Strategy	Learning from what worked well, areas for improvement and for opportunities between and with partners. Providing space and opportunity for partners to provide feedback on the Strategy and Implementation Plan.
International Group	Sharing of learning on what worked well, interventions that could be replicated in other geographical regions, and areas for improvement. Cross cluster learning and sharing.

### Methodology

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The evaluation will be managed by the Country Director alongside a team including the Capacity Building Manager and Project Officer.

The evaluation should include all stakeholders who were engaged in the strategy implementation process, including Tearfund family, Tearfund country, cluster and Tedington staff.

This evaluation will include the following:

Activities	Date due
Evaluation Design (including questionnaire/ tools + key stakeholders + key informants)	November 1st, 2021

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Date

Document review and (2 full days)	-
Data Collection <ul style="list-style-type: none"> <li>● Tearfund Haiti team and Key Partners (2 days)</li> <li>● Field visit including interview with field staff (2 day)</li> <li>● Key informants (field staff, networks, UN/State authorities)- (1 days)</li> <li>● Data combination and analysis (2 days)</li> <li>● Draft report (2 days)</li> <li>● Feedback and meeting with Tearfund Haiti (1 day)</li> </ul>	January 28th, 2022
Finalise report (.5 of a day)	February 4th, 2022

The evaluation will be required to set out their detailed methodology, and deliverables, working closely with the designated Tearfund Country Office staff or team to approve the approach and develop a work plan.

The draft findings and recommendations from the review should be shared with partners and key Tearfund staff prior to finalisation of the document. This can be conducted virtually or through a partner workshop where appropriate and feasible.

The Cluster Lead should also review the draft and give approval to the final document.

The final document should be shared with all partners involved, Tearfund staff. Country Representatives and Cluster teams are encouraged to share learning from the review through other corporate mechanisms, including the International Group learning sessions, and the Outcome review process.

### Key Evaluation Questions

The following are a set of questions that can be used by the evaluation team when undertaking the evaluation. These are related directly to the evaluation purpose above.

- To what extent have the projects that we have run in the past 5 years had an impact? Light touch identification of impact for each area of intervention with emphasis on food security and advocacy.
  - community holistic transformation: Does the community see the church having a real impact locally? Does the church understand its role better, is this being lived out? How has TF or partners contributed to this?
  - Livelihoods: Do people have access to income, have they started/scaled businesses? Is income increasing? Are people earning more and getting out of poverty? Any real stories of this transformation through SHGs or other work?
  - Food security: are the regions where we intervene better off? Producing more food, farmers are more equipped. Families have more income. What have we achieved that will remain over time?
  - Disaster reduction and resilience: Are communities more resilient? Are local authorities/DPC supported? Are there better preparedness mechanisms? Has humanitarian responses been localized, efficient, etc...according to CHS.
  - Advocacy: what has practically been impacted - institutions that have changed policies, practice? Are the networks stronger? Do young people know how to do advocacy?

Evidence already exists	Area
One CCT Evaluation	community holistic transformation and livelihoods
Two disaster response evaluations	Disaster reduction and resilience

Date

- Capacity of the partners: Have they grown? Are they improving in their project management? In organizational capacity? Should we continue with them or have new ones?
  - Are partners meeting Tearfund's minimum requirements?
  - Is there a change we need in the structure? Larger grants, less partners? Should we focus on depth of engagement or breadth of reach?
- Value of the money: Are we getting a proper investment from our partners?
  - How cost-effective was the programme?
  - How could we have been more efficient and effective with our resources?
  - Were the resources (financial and non-financial) adequate to deliver the intended strategic objectives? If not what was done to address this?
- Lessons:
  - What are the key lessons learnt in terms of relevance, effectiveness (focus, location, sectors) and efficiency (how we allocate the financial resources; how we manage our strategy in terms of human resources; and how we work/ relate with partners in terms of our strategic objectives?)
  - What are the key areas that require improvement on and/or future investment in the new strategy?
  - What are the key lessons that have been learnt and which should inform future thinking and planning of the Country Strategy and Implementation Plan?

### **Expected Output**

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- A report of no more than 30 pages including findings, conclusion, lessons learnt and specific actionable recommendations.
- Summary of key lessons and recommendations that could be used for the development of a new Country Strategy document.
- Presentation for sharing the learning of the evaluation within the wider Tearfund context.