

Terms of Reference (ToR) for: Enhancing Localized Humanitarian Action: Swedish Red Cross and National Society Collaborations

1. Summary

- 1.1. Purpose:** To evaluate SRC's collaboration models in the Sida HUM-funded interventions (2021-2025) from a localization perspective, identifying learnings, providing recommendations for future collaborations, and defining SRC's new localised collaboration model.
- 1.2. Audience:** Swedish Red Cross, Sida, Red Cross and Red Crescent National Societies, International Federation of Red Cross and Red Crescent Societies (IFRC).
- 1.3. Commissioners:** Swedish Red Cross
- 1.4. Reports to:** Monica Billgren, Resource Mobilisation Advisor, Swedish Red Cross
- 1.5. Duration:** 40-50 days
- 1.6. Timeframe:** April-June 2025
- 1.7. Methodology summary:** Mixed-methods approach. The consultant is responsible for developing and combining suitable methods to effectively address the evaluation questions. All data collection is expected to be done remotely, using online means.
- 1.8. Location:** Remote or in Stockholm, Sweden
- 1.9. Application requirements summary:** Demonstrated experience planning and implementing organisational evaluations required. Minimum of 7 years of monitoring and evaluation experience required. University degrees at the post-graduate level in relevant field of study. Knowledge and experience working with the Red Cross Red Crescent Movement required. Experience of conducting evaluations focused on localisation is an advantage.

2. Background

Localisation is in general terms defined as the process of recognising, respecting and strengthening local and national leadership so that humanitarian action is as local as possible and as international as circumstances requires.

Local action has been at the heart of the operating model of the International Red Cross and Red Crescent Movement (the Movement) since its inception 160 years ago. The Movement is a unique global network with an unparalleled local presence through its 191 National Societies, 16 million volunteers serving at 188,000 local branches and units, and which adhere to the Movement's Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

Within the IFRC, the Federation-wide approach “New Way of Working”, and the unified planning process further underlines the Seville Agreement 2.0¹ and aims to enhance localisation. The “New Way of Working” places the needs, priorities and capacities of National Societies at the heart of all operations and programmes in their countries was successfully piloted in 14 countries during 2023. The country-level unified planning continues to transform how the IFRC supports its membership, by ensuring all support to a National Society by other parts of the Movement is intrinsically linked to that National Society’s plans, needs and priorities. 121 country-level unified plans for 2024 were elaborated. These plans bring together all Movement actors in a country (except ICRC) under “One plan” and “One report” and covers emergency response as well as longer term programming. However, the unified plans are currently more of a summary of support to a National Society and difficult to fund with institutional funding due to different donor requirements.

There are several processes ongoing in parallel, aiming to enhance localisation within the Movement.

Promoting localisation is a central priority for Swedish Red Cross, with the mission to localize humanitarian aid by empowering and strengthening the capacities of National Red Cross and Red Crescent Societies globally, enabling them to respond independently and sustainably to local crises, with the SRC acting as a supporting partner. In this way Swedish Red Cross is contributing to shift the paradigm of humanitarian aid delivery by focusing on local capacity building, leadership, and autonomy, ensuring that local organizations are better prepared to handle crises and development challenges.

Interventions with Sida HUM funding

Over the Sida HUM agreement period 2021-2025, Swedish Red Cross received contributions to support 10 humanitarian crises. With the new agreement, working multilaterally became challenging. This led to a phasing out of multilateral collaborations, and since 2022 SRC has only had five bilateral agreements with National Societies, with Sida HUM funding. These agreements were with the National Societies in Lebanon, South Sudan and Syria (for multi-year funding) and for Bangladesh and Palestine (one-year funding). During the same period, SRC also completed a strategic shift towards strengthening its presence in SRC’s priority partner countries through increased number of staff, establishing bilateral work models in support of the implementing National Society.

Swedish Red Cross has also received funding for the IFRC Disaster Response Emergency Fund (DREF), Rapid Response Mechanism (RRM), ICRC delegates and surge personnel, as well as four capacity and method development projects (see below). These projects had a clear purpose of developing the capacity of local actors (National Societies) in humanitarian response.

Sustainability Platform: aims to ensure quality programming by mainstreaming quality standards in all SRC projects through a three-year intervention. The sustainability platform includes the three aspects of sustainability: social, environmental and financial.

Volunteering in Conflict and Emergencies (ViCE): aims to facilitate local community-based humanitarian volunteering in the most hard-to-reach and inaccessible areas with improved safety, security, well-being, and resilience of these local volunteers.

Ready to Respond: aims to increase National Society preparedness to lead effective, inclusive and environmentally conscious WaSH responses to address the needs of affected populations during crises.

Community-Driven Green Response: to develop an approach for Community-Driven Green Response in Emergency Response settings, based on best practices from the field.

¹ This agreement outlines the coordination responsibilities for the components of the International Red Cross and Red Crescent Movement.

New partnership models

With the shifting humanitarian landscape Swedish Red Cross sees a need to find a new model for working with local actors. Within the Red Cross Red Crescent Movement there are currently several partner National Societies (from traditional “donor” countries) supporting the local National Society in the countries where SRC is present with Sida HUM funding. Each Partner National Society has many bilateral agreements with different donor requirements. This places a heavy burden on the National Society.

Therefore, with this evaluation Swedish Red Cross seeks to draw learnings from the agreement period and identify a new and more relevant model for supporting local actors (National Societies) in a sustainable way. The future model will be aligned with Movement commitments² on localization, which are also in line with Sida’s priorities and approaches on locally led humanitarian action³. The future model could also explore ways to combine different Sida strategies.

3. Evaluation Purpose & Scope

Purpose

To evaluate SRC’s collaboration models in the Sida HUM-funded interventions (2021-2025) from a localization perspective, identifying learnings, providing recommendations for future collaborations, and defining SRC’s new localised collaboration model.

Scope

The evaluation will focus on the different collaboration models in the different interventions funded by Sida HUM during the period April 2021 – March 2025. These interventions are:

- *Annual crisis response:* Bangladesh, Lebanon, Palestine, Syria and South Sudan.
- *Multi-year response:* Lebanon, Syria and South Sudan.
- *Rapid Response Mechanism (RRM):* Myanmar, Bangladesh, Palestine (top-ups of existing projects: Palestine 2021, Syria 2022 and South Sudan 2023).
- *Method and capacity-development support:* ViCE, Ready to Respond, Sustainability Platform, Community-driven Green Response.
- *Surge staff and delegate deployments (not to ICRC).*

Collaboration models refer to the Swedish Red Cross’ different ways of working in the various interventions listed above, how Swedish Red Cross engages with the National Society concerning all aspects of the intervention, during the entire project cycle.

² IFRC in consultation with ICRC. [34IC Draft Resolution Empowering local leadership, capacity and delivery in principled humanitarian action and strengthening resilience](#). June 2024

³ Sida, [Brief Locally-led Humanitarian Action](#) June 2024

4. Evaluation Criteria & Questions

Relevance

1. How could Swedish Red Cross' future localized collaboration model look like? Consider including ways of combining different Sida strategies to enhance localization and effectiveness. According to the National Societies, what would be SRC's role in the future model?

The below questions can provide guidance when responding to the overall evaluation question:

- Which collaboration models have led to capacity strengthening of National Societies in a sustainable way in emergencies and longer-term humanitarian operations (1-3 years)? Specify the types of capacity strengthening (e.g., operational, financial, leadership) and the sustainability of these improvements. According to the National Societies, what has been SRC's role? What has been missing in the support from SRC?
- Which collaboration models have given National Societies the most influence over operations, financial issues, and decision-making? Detail the areas of influence and how this influence has impacted the effectiveness of operations. According to the National Societies, what has been SRC's role? What has been missing in the support from SRC?
- Which collaboration models have promoted strong implementation in emergencies and longer-term humanitarian operations (1-3 years)? Define what constitutes "strong implementation" (e.g., timely response, quality of service, community engagement), and detail reasons behind strong implementation. According to the National Societies, what has been SRC's role? What has been missing in the support from SRC?
- Which collaboration models are most appreciated by the National Societies? Identify specific aspects of the models that are appreciated, such as the level of support provided, flexibility in implementation, and quality of communication. How do these appreciated aspects contribute to the sustainability of the collaboration?
- What types of challenges have come with the different collaboration models? Specify the nature of the challenges encountered, such as logistical issues, financial constraints, or cultural differences. How do these challenges impact the sustainability and overall effectiveness of the collaboration?
- What are barriers to equal partnerships? Identify specific barriers that hinder the establishment of equal partnerships, such as power imbalances, resource disparities, or differing organizational priorities. How do these barriers affect the long-term sustainability of the partnerships?

5. Evaluation Methodology

The evaluation will employ a mixed-methods approach, incorporating methods such as document reviews, interviews, surveys, case studies, focus group discussions, stakeholder mapping and barrier analysis. All data collection is expected to be done remotely, using online means.

The consultant is responsible for developing and combining suitable methods to effectively address the evaluation questions. While a mixed-methods approach is recommended, the consultant is encouraged to adapt and propose additional methodologies as needed to ensure a comprehensive evaluation.

6. Deliverables and proposed timeline

Time Schedule	Activities	Deliverables
Week 1	<ol style="list-style-type: none"> 1. Desktop study: review intervention documentation, and related primary/secondary resources for the evaluation. 2. Development of detailed inception report, or data collection/analysis plan and schedule, draft methodology, and data collection tools. 3. Inform different groups of stakeholders of the evaluation and involve as per methodology chosen. 	<ol style="list-style-type: none"> 1. Inception report, data collection/analysis plan and schedule, draft methodology, and data collection tools.
Week 2	<ol style="list-style-type: none"> 1. Preparation and pilot of data collection tools adapted to different groups of stakeholders. 2. Data collection according to data collection schedule. 	<ol style="list-style-type: none"> 1. Piloted data collection instruments. 2. Targeted stakeholders completed according to data collection plan.
Week 3-6	<ol style="list-style-type: none"> 1. Data collection according to data collection schedule. 	<ol style="list-style-type: none"> 1. Targeted stakeholders completed according to data collection plan.
Week 7-8	<ol style="list-style-type: none"> 1. Prepare draft evaluation report. 2. Prepare case studies (preferably minimum three) on best practices identified in the evaluation. 	<ol style="list-style-type: none"> 1. Draft version of evaluation report. 2. Draft version of case studies.
Week 9	<ol style="list-style-type: none"> 1. Present Lessons Learnt Workshop of initial findings, conclusions, and recommendations before revision and final approval of the final report. 2. Address feedback with revisions in report where appropriate. 	<ol style="list-style-type: none"> 1. Lessons Learnt Workshop.
Week 10	<ol style="list-style-type: none"> 1. Revise and submit final evaluation report. 2. Dissemination of findings to various stakeholders. 	<ol style="list-style-type: none"> 1. Final evaluation report and case studies. 2. Dissemination products (power point presentation)

7. Evaluation Quality & Ethical Standards

The evaluators should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and specific, applicable process outlined in the [IFRC Framework for Evaluation](#).

It is also expected that the evaluation will respect the seven **Fundamental Principles of the Red Cross and Red Crescent**: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles [here](#).

8. Evaluator/s & Qualifications

- Demonstrated experience planning and implementing organisational evaluations required.
- Minimum of 7 years of monitoring and evaluation experience required.
- University degrees at the post-graduate level in relevant field of study.
- Knowledge and experience working with the Red Cross Red Crescent Movement required.
- Experience of conducting evaluations focused on localisation is an advantage.
- Knowledge of the principles and practices of localisation in humanitarian action and familiarity with the commitments and objectives of the Grand Bargain.
- Proven track record of conducting qualitative research including the development of interview schedules and qualitative data analysis required.

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- Experience with remote data collection methods and tools.
- Quantitative research skills and data analysis experience.
- Project management skills, including coordinating with multiple stakeholders.
- Cultural competence and ability to work in diverse cultural contexts.
- Excellent written and spoken English skills required.
- Excellent analytical, writing, and presentation skills.
- Working knowledge of Arabic preferred.
- Strong interpersonal and communication skills.

9. Application Procedures

Interested candidates should submit their application material by 31 January 2025 to:

Monica Billgren, Resource Mobilisation Advisor, International Department, Swedish Red Cross,
monica.billgren@redcross.se .

Application materials should include:

1. CV for all members of the team applying for consideration.
2. Cover letter clearly summarizing your experience as it pertains to this assignment, your daily rate, and three professional references. A brief description of your firm or institution (for applicants other than individual contractors).
3. Technical proposal not exceeding five pages expressing an understanding and interpretation of the ToR, proposed methodology, and a time and activity schedule.
4. Financial proposal itemizing estimated costs for services rendered (daily consultancy fees), stationery costs, and any other related supplies or services required for the evaluation.
5. At least one example of an evaluation report most similar to that described in this ToR.

10. Appendices

List of potential interviewees

In South Sudan, Bangladesh, Myanmar,
Lebanon, Palestine and Syria:

- National Society staff (Secretary General, Programme Manager, Finance)
- Swedish Red Cross staff (Country Representative, Programme Manager, Regional Finance Coordinator)
- Partner National Society staff
- IFRC staff

At Swedish Red Cross headquarter:

- Heads of unit
- Business controller, controllers
- Resource mobilisation advisors
- Thematic advisors

Partner National Societies and IFRC HQ:

- To be developed.

Bibliography of documents

- ALNAP, [Summary paper - A more localised aid system: Current status discourse](#) (June 2023)
- Swedish Red Cross annual applications and reports, from 2021-2025
- Swedish Red Cross, [Människan i centrum för ett långsiktigt hållbart och effektivt humanitärt bistånd, Svenska Röda Korsets förslag: Lokalisering och finansiering](#) (April 2024)
- Swithern, S., C. Lattimer, T. Atim, G. Karume, D. Kondratenko, K. Korenkova and C. Zahau, 2024, [Supporting Local Actors: Evaluation of Sweden's Application of the Grand Bargain Localisation Agenda](#), EBA Report 2024:01, The Expert Group for Aid Studies (EBA), Sweden.
- Sida, [Brief: Locally-led humanitarian action](#) (June 2024)