

# Request for Proposal 2019-05 – Third-Party Monitoring (TPM) & Evaluation Services

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## About GCERF

The Global Community Engagement and Resilience Fund (GCERF) is a multi-stakeholder global fund that works with local partners to strengthen community resilience to violent extremism. GCERF is an independent public-private partnership that directs resources to initiatives led by and benefiting local communities in order to empower women, girls, boys, and men. GCERF focuses on local communities

because they suffer the most from violent extremism, and because they are optimally placed to understand and act upon the drivers of violent extremism. GCERF's work is anchored in the Sustainable Development Goals, in particular Goal 16 "Peace, Justice and Strong Institutions." GCERF is also committed to the UN Global Counter-Terrorism Strategy (2006) and the UN Plan of Action to Prevent Violent Extremism (2016).

GCERF supports communities through a comprehensive approach that seeks to identify and address drivers of violent extremism through four pathways to change: (i) social cohesion; (ii) community agency; (iii) equal access to opportunities; and (iv) sense of purpose.

GCERF's business model reflects the belief that local communities are critical in preventing violent extremism. GCERF relies on national partnerships and support mechanisms to fund comprehensive approaches that are designed and implemented by locally based civil society organisations and other relevant actors. GCERF also invests in building the capacity of these local organisations to better serve their communities in the long term. GCERF currently manages grants in Bangladesh, Kenya, Kosovo, Mali, and Nigeria, and has already committed more than USD 30 million to supporting initiatives in those countries.

GCERF's work both complements and provides alternatives to traditional approaches to countering violent extremism by focusing on its drivers and engaging local communities. As a multi-stakeholder global fund, GCERF provides a political and resource mobilisation focal point for the international community; extends access within and across countries threatened by violent extremism; promotes innovation; and serves as a repository of expertise. By strengthening communities' resilience, GCERF promotes peaceful and inclusive societies, and enables sustainable development.

## Description of Services

### Background

GCERF's long-term vision is outlined in its "Strategy to Engage Communities and Address the Drivers of Violent Extremism (2017-2020)" whereby the organisation aims to support peaceful and inclusive communities that are resilient to violent extremism and achieve sustainable development. To fulfil this vision GCERF ensures that access is provided to adequate resources, effectively engage country leadership, create constructive partnerships with local, national, and international actors, and continue to build a solid evidence base of effective – and ineffective – initiatives.

Monitoring and Evaluation (M&E) is a necessary part of strong and effective governance and knowledge management at GCERF, both of which are essential for learning, institutional development, accountability and policy-making. It focuses on the expected and achieved outcomes, examining the results chain, implementation processes, contextual factors and causality, in order to understand the range of factors that contribute to or constrain the achievements of a specific intervention.

M&E provides evidence-based analysis of data and information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into strategy, policy and decision-making. Furthermore, M&E practice creates the space and opportunity for reflection, sharing lessons and emerging best practices, as well as building M&E capacity.

In addition, GCERF's M&E work will also contribute in the medium-term to the global PVE community by:

- (a) Identifying drivers of violent extremism in different contexts;
- (b) Encouraging local innovation and learning;
- (c) Expanding the evidence base and building and sharing knowledge;
- (d) Analysing and disseminating what works in PVE programming, thereby providing ideas for expansion and scale-up;
- (e) Strengthening local capacities for reporting, monitoring and evaluation;
- (f) Contributing to developing good practices in PVE programming and M&E in collaboration with key partners

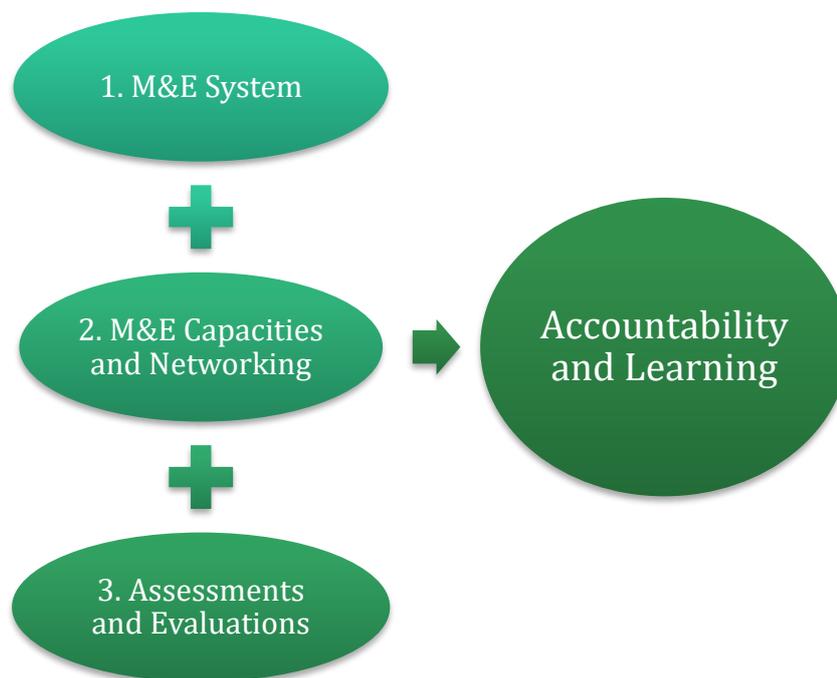
Below is a summary of the key dimensions of GCERF's M&E approach:

- Monitoring and Evaluation in support of Accountability and Learning are an integral part of GCERF's management approach and practice. GCERF's commitment to M&E is reflected in the following Core Principle of the draft Strategy: "Accountability and Learning: Our work is anchored in evidence and learnings. We develop and adapt methodologies and tools to monitor and evaluate results, learn from experience and continuously improve performance."
- GCERF acknowledges a lack of standards or consensus on what constitutes good M&E practices in the field of PVE, CVE and Resilience. This is compounded by unclear definitions of these concepts and what success looks like, sensitivities around the subject matter, the limited evidence base and lack of consolidated learnings.
- GCERF will apply a results-based and iterative approach to M&E, refining procedures, processes, guidelines and templates as we learn from experience and adapt to changing circumstances and evolving good practices.

- In order to strengthen the dissemination and use of M&E findings, the Secretariat will plan and conduct M&E activities based on the principle that the usefulness for the intended users is central.
- The Secretariat will design and conduct evaluations in order to gain more in-depth insights into what works and what doesn't, and to better define and measure the concept of resilience to violent extremism. The Secretariat thereby strives to identify replicable and scalable programmes while acknowledging the specificity of context, locations and communities

The M&E work programme 2018 – 2020 contributes in numerous ways to GCERF's Strategy, specifically in reference to the Core Principles of "Accountability and Learning" and "Comprehensive Risk Management".

We distinguish between the following three themes: (1) system, (2) capacities; and networking; and (3) assessments and evaluations. However, some elements and activities covered in each theme are interrelated and/or build on one another. Taken together, they support and reinforce accountability and learning as illustrated below.



The requested services fall under theme 3: The objective is to deliver good quality, relevant and useful assessments and evaluations at the right time to inform strategy, policy and decision-making. The selection of assessments (including TPM) and evaluations will be based on our commitments, needs and available resources. In addition, evaluations will be guided by GCERF's Evaluation Guideline issued in November 2018 (see Annex 1).

## Objective

GCERF is therefore seeking to enter into an agreement with a service provider covering an expected duration of 10-12 month. We expect the service provider to be qualified, experienced and able to conduct TPM as well as evaluation exercises in the following countries: Nigeria, Mali, Bangladesh, Kenya and Kosovo. It is planned to conduct a total of 5-6 exercises. TPM exercises are planned for selected ongoing grants in Kenya and Kosovo and evaluations for selected completed grants in Nigeria, Mali and Bangladesh. Due to limited resources, not all aforementioned countries may be covered in this phase.

## Work to be performed and deliverables

The work to be performed would fall under two types of deliverables:

- Third-Party Monitoring (TPM): Two TPM exercises are planned for 2019, one in each Kenya and Kosovo. The TPM will cover at least one selected ongoing grant in each country. The primary objectives are:
  - Validation of grant progress;
  - Access to (sampled) locations considered too volatile for GCERF to deploy Secretariat staff (though accessibility is not exclusive criterion);
  - Complement GCERF accountability and grant management mechanisms (reporting, oversight, quarterly visits by Secretariat staff);
  - Focus on activities and outputs;
  - Elements of SRs (Sub-recipients), beneficiary and community feedback,
  - Formative elements such as replicability and scalability.
- Evaluation: 3-4 end-of-grant evaluations are planned for 2019 in at least two of the three countries Bangladesh, Nigeria and Mali. GCERF defines evaluation as “the systematic, impartial, transparent and critical appraisal of a policy, strategy, funding mechanism or operational activity. It relies on the systematic collection of data and analysis to address questions about current or emerging issues. Its purpose is to make evidence-based judgments about, the relevance and effectiveness as well as the strengths / weaknesses of GCERF’s work in order to identify where improvements can be made and/or contribute to management and/or Board decision-making. In short, evaluation provides credible, reliable and useful evidence to answer specific questions and draw out relevant lessons upon which the organisation should act. It is both a management and organisational

learning tool to support good work practices and contribute to accountability.” (GCERF Evaluation Guideline, p.3)

Detailed ToR (including schedule and sequencing) for each exercise will be developed and agreed upon during the start-up phase of the contract.

## Characteristics of the provider

Expected Profile (of company or group of individual consultants):

1. Thorough knowledge of M&E methodologies and tools;
2. Experience and skills in M&E capacity building (e.g. workshop facilitation and mentoring).
3. Basic understanding of current trends and challenges in P/CVE and community-based approaches to programming and implementation;
4. In-depth knowledge of the listed countries;
5. Capacity to engage with and oversee the work of local service providers;
6. Excellent English language skills; French language skills are expected for Mali;
7. Ability to draft concise reports and communicate clearly (including visualisation of results and findings when feasible);
8. Ability to interact with various stakeholders and clients in a sensitive and effective way;
9. Experience in working with multilateral organisations similar to GCERF is an added advantage;
10. The exercises will usually involve primary data collection in grant locations, some of which are difficult to access due to security-related and logistical constraints. Therefore, we expect the provider to have an established network of potential in-country service providers or partners that also have command of the local language (e.g. Albanian for Kosovo).

The provider must comply with all applicable laws and regulations. It should adhere to a strict confidentiality policy in relation to client information.

Staffing levels, qualifications and expertise of a company or individuals should be appropriate to be able to provide timely and high-quality services to GCERF. The provider should demonstrate a high degree of commitment to delivering quality

services to clients. The composition of the team servicing GCERF's account would be an important factor in the decision-making process of GCERF.

The fees charged should be reasonable, competitive and related to services rendered to the extent possible.

## Submission of proposals

Proposals should follow the template provided below. Failure to follow the proposal structure or to comply with the instructions in this Request for Proposals will be at the bidder's risk and may affect the evaluation of the proposal.

Proposals may be sent by mail or courier in a closed envelope to GCERF's offices clearly marked "Bid reference: 2019-05" by 17<sup>th</sup> May 2019. The proposals may also be submitted by email in the form of "pdf files". The email should be addressed to [bids@gcerf.org](mailto:bids@gcerf.org) with the bid reference in the subject line.

## Period of validity of the proposal

The proposal must be valid for a period of 90 days following submission.

## Cost of preparation and submission of the proposal

The bidder shall bear all costs associated with the preparation and submission of the proposal, including but not limited to the possible cost of discussing the proposal with GCERF, making a presentation, negotiating a contract and any related travel. GCERF will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

## Selection of respondents

Bidders are requested to provide the most appropriate and most cost-effective solution to meet the requirements.

The selection will be made based on an assessment of the presented proposals. All proposals will be systematically assessed using criteria in the following areas and the Expected Profile describe above:

- Relevant experience

- Quality of previous work
- Quality of proposal
- Qualifications and language skills
- Financial parameters

## Proposal template

Bidders must submit the proposal following the template below. Each bidder shall submit one proposal, differentiating between the two types of deliverables in part 3 (Technical proposal) and part 4 (Financial proposal).

The proposal is made up of three different sections:

1. Disclosure form
2. Profile and relevant experience of the bidder
3. Technical proposal
4. Financial proposal

**Please keep Technical proposal for each type of deliverable (TPM and evaluation) within 5 pages.** You may annex additional information as needed.

1. Disclosure form

**To be completed by a duly authorized representative of the Bidder:** *On behalf of (name of public institution/private or public business entity/myself) (referred to in this document as "the Bidder"), I (name and title of the Bidder's representative) confirm that I am a duly authorized representative of the Bidder and hereby submit this proposal in response to GCERF's Request for Proposal 2019-05. I confirm that all statements and representations made in the proposal are true and correct.*

**Date submitted:**

**Submitted by: (Name of Bidder)**

**Name and Title of Authorized Representative:**

**Date:**

**Signature**

## 2. Profile and relevant experience of the Bidder

Please provide details on your prior experience, knowledge and skills, specifically in reference to the provision of TPM exercises and evaluations in international development. Please clearly refer to the points listed in the above section Expected Profile.

If available, please provide a writing sample, report or link to similar assignments.

Please explain your organisational or individual strengths and values and your customer service approach.

Please explain your legal status; including as appropriate your registration with the relevant competent authorities. If bidding for more than one deliverable, this information needs to be provided only once.

## 3. Technical Proposal

A. Business need: Please indicate your understanding of GCERF's business needs for which you are submitting this proposal.

B. Objectives and deliverables:

Please list the deliverable(s) and indicate how the Bidder commits to deliver these.

C. Approach:

Please provide information on the following:

1. Methodology/approaches you would use (for TPM as well as evaluations);
2. Workplan: key tasks/phases, deliverables, schedule of activities – may be presented using text and/or graphics; and
3. Measures to ensure quality control over the delivery of services to GCERF

D. Service Management Plan:

Please provide details for how you or your firm would ensure that it provides satisfactory services to GCERF. Please explain how you would coordinate the service offering, including proposed meetings and any proposed mechanism for feedback to and/or coordination with GCERF.

E. Team Composition:

If the bidder is an organisation, please provide the following information on the proposed team that would work with GCERF:

- Team organisation
- Individual team members; name, role in the team, area of expertise and relevant experience.

F. Risk Mitigation Plan:

Please list any identified risks which may affect the successful delivery of services and any proposed mitigating measures.

G. References:

Please briefly provide recent examples of similar projects has recently undertaken. Please indicate if the name of the client may be disclosed and if GCERF may contact the client for reference.

4. Financial Proposal

Please explain the basis of the proposed fees (daily rates) and any other charges to GCERF and their level. Please note that GCERF is exempt from VAT. Please include basis for invoicing and terms and conditions for payment.

Date

## Annex 1: GCERF Evaluation Guideline

### Preface

The Global Community Engagement and Resilience Fund (GCERF) is a multi-stakeholder global fund dedicated to finding long term, preventive solutions to eliminate violent extremism. GCERF's approach has two unique advantages to support prevention efforts: its multi-stakeholder nature and its bottom-up approach. It works with local partners to build the capacity of vulnerable communities and thereby strengthen their resilience to violent extremism.

Violent extremism is diffuse and complex. Preventing violent extremism means changing attitudes, behaviour, and practices at multiple levels. But such changes are non-linear, take time to achieve and are complex to measure. The programmes and interventions themselves are necessarily innovative, multi-faceted, contextual, and complex; cause-effect relationships are particularly difficult to analyse. Hence the need to learn and document what works, how, for whom, in which context and at what cost. In short, GCERF recognises the need and utility of having its work analysed and evaluated.

GCERF recognises that the utility of evaluation for improving performance, effectiveness, and learning depends to a large degree on how well an evaluation culture is established within its organisation, as well as with recipients of GCERF funding, and community-based organisations. This means developing a shared understanding of what evaluation is, and a commitment to engage and learn from its findings. GCERF therefore recognises that it must have a well-defined and transparent framework that spells out its evaluation principles and standards.

This document sets out what evaluation means to the GCERF, who's involved, their role and responsibilities, and how it can best be used to improve our policies, planning, and implementation. The Guideline's intended audience includes all who are responsible for developing, delivering and appraising GCERF's work; GCERF staff, the Board, donors, partners, recipients of GCERF funding as well as the wider P/CVE and development community.

Progress on the implementation of the GCERF's Guideline will be systematically monitored by the organisational unit that leads GCERF's evaluation practice, and reports will be provided to the Executive Director and the Board (or a Board committee) on an annual basis. The main focus will consider the effectiveness of the Guideline in contributing to the advancement of GCERF's work.

To ensure that it is in line with current GCERF organisational structure and international evaluation standards and practices, the Guideline will be reviewed at regular intervals.

I am committed to supporting the delivery of useful, quality evaluations that will help GCERF document its successes. Equally, I recognise that the experimental nature of our work will mean that success is not always a given. Learning where and how to improve is also important and I believe that through the evaluation of our work, we can build up a meaningful knowledge base to guide our work.

*Executive Director*

## 1. Evaluation: what it means to GCERF

GCERF intends to establish an evaluation culture within the Secretariat, as well as with recipients of GCERF funding, communities, and beneficiary countries. This will support the utility of evaluation for improving performance, effectiveness and learning. It means developing a shared understanding of what evaluation is and a commitment to engage and learn from the evaluation findings. Towards this end, the GCERF Evaluation Guideline sets out what evaluation means to GCERF, who's involved, their role and responsibilities, and how it can best be used to improve policies, planning, and implementation.

### 1.1. Working context

GCERF believes that monitoring and evaluation (M&E) are a necessary part of strong and effective governance and knowledge management, both of which are essential for learning, institutional development, accountability and policy-making. M&E are intrinsically linked but have separate tasks. Monitoring systematically collects and analyses data in order to track the progress of planned measures and activities over time. The results can then be fed directly back into the planning and implementation processes as well as into decision-making to improve performance.

Evaluation is used to identify, measure and critically appraise the effects and effectiveness of actions and measures that are mainly aimed at bringing about change. It focuses on specific questions and takes place at a discrete point in time. Evaluation can, at the outset, help identify which key indicators should be included in a particular monitoring system. Similarly, it can use and interpret the data subsequently derived from such a system to provide answers to specific questions that are raised periodically about performance (evaluation).

Towards such ends, GCERF actively seeks the ways and means of engaging internal and external stakeholders as well as communities in its evaluative work. At the same time, GCERF is particularly sensitive to the ethical principle of assuring the confidentiality of its respondents, stakeholders and partners and thereby the security of the vulnerable populations with whom it is working.

GCERF acknowledges a lack of standards or consensus on what constitutes good M&E practices in the field of preventing violent extremism (PVE), countering violent extremism (CVE), and resilience. This is compounded by varying definitions of these concepts and what success looks like, sensitivities around the subject matter, the limited evidence base and lack of consolidated learnings. This is further complicated by limited or difficult access to locations of interventions in fragile and conflict-affected areas, the sensitivity of key topics, and the challenge to set baselines in dynamic environments. Furthermore, P/CVE is characterised by a lack of policy coherence

among donors and funders as well as a multitude of expectations about what preventative interventions could or should deliver.

This Guideline is directed exclusively at the function qualifying as “Evaluation” and not at other forms of assessment and oversight, (e.g. such as staff performance assessments, monitoring, financial audit and performance audit) which are regarded as different, but complementary to evaluation activities.

## 1.2. Rationale for an Evaluation Guideline

This Evaluation Guideline (the Guideline) is intended to provide a common understanding amongst GCERF staff, recipients of GCERF funding, contractors and other stakeholders of what evaluation means to GCERF, as well as how it is managed and used. It provides an institutional framework to ensure the systematic application of its guiding principles (set out in 1.5. below).

The Guideline defines the purpose and added value of evaluation, introduces the guiding principles and types of evaluations and describes how to plan evaluations and utilise evaluation findings. It is inspired by the norms and quality standards and practices shared by many international and national professional evaluation societies, and particularly by the ethical principles expressed in the of the OECD’s “Development Assistant Committee (DAC) Principles for Evaluation of Development Assistance”<sup>1</sup>. It aims to bring GCERF’s evaluation practices into line with similar organisations, while meeting the specific needs of GCERF as a specialised funding agency. Details how evaluation activities are operationalised and implemented will feature in GCERF’s M&E Handbook.

## 1.3. Definition and purpose of evaluation

**Definition:** Evaluation is the systematic, impartial, transparent and critical appraisal of a policy, strategy, funding mechanism or operational activity. It relies on the systematic collection of data and analysis to address questions about current or emerging issues.

**Its purpose** is to make evidence-based judgments about, the relevance and effectiveness as well as the strengths / weaknesses of GCERF’s work in order to identify where improvements can be made and/or contribute to management and/or Board decision-making. In short, evaluation provides credible, reliable and useful evidence in order to answer specific questions and draw out relevant lessons upon which the organisation should act. It is both a management and organisational learning tool to support good work practices and contribute to accountability.

## 1.4. Added value of evaluation

**Evaluation is an essential component of GCERF’s institutional learning and knowledge management that contributes to better performance.** It can assess and measure the extent to which intended and unintended results are, or are not, achieved, under what conditions, why and how, and their impact on the communities that GCERF supports. This usually means that there are both positive and negative messages that arise from evaluation findings. In other words, both praise and constructive criticism can be expected. Both are important for assessing to what degree GCERF has made a difference so that the “good” work can continue, but as importantly,

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<sup>1</sup> Based on the OECD DAC Criteria for evaluation  
(<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>)

adjustments can be made wherever necessary. Evaluations are typically centred on questions related to relevance, efficiency, effectiveness, impact or sustainability.

**Evaluation focuses on results, but also on the logical design of strategies and activities, their context, management processes and implementation.** The recommendations, suggestions for better ways of achieving results, and lessons drawn from the evaluation reports help expand the evidence base and contribute to building and sharing knowledge. (See more under section 4 below). They are used to assess the quality and value of, what is, and what is not having significant effect, what is and what is not working, and why? Similarly, they assess to what extent expected results have been achieved, or alternatively what positive (or negative), unplanned results have been identified? This contributes to the ongoing improvement of work as well as strengthening internal decision-making processes.

## 1.5. Guiding Principles

**Ethics and quality standards:** The evaluations conducted on behalf of GCERF adhere to the professional and ethical standards common to the majority of international and national evaluation professional societies. They principally focus on those carrying out evaluations, i.e. the evaluators and are as follows:

- **Systematic inquiry:** That evaluators conduct systematic, data-based inquiries.
- **Competence:** That evaluators provide competent performance to stakeholders.
- **Integrity/honesty:** That evaluators ensure the honesty and integrity of the entire evaluation process.
- **Respect for people and safeguarding of communities:** That evaluators respect the security, dignity, and self-worth of respondents, program participants, clients, and other stakeholders with whom they interact.
- **Responsibilities for general and public welfare:** That evaluators articulate and consider the diversity of interests and values that may be related to the general public welfare.
- **Cultural sensitivity and competence: Evaluators are culturally sensitive and competent.** Cultural sensitivity is being aware that people are not the same, and that there are cultural similarities as well as differences between them. Being aware of their existence is one thing, but equally important is not assigning value to such differences – positive or negative, better or worse, right or wrong. GCERF evaluations show cultural competence, possessing sensitivity to and understanding of the cultural values of individuals, groups and communities. They are respectful and responsive to all who participate. The issue of cultural sensitivity is particularly important in the collection and interpretation of data and wherever possible and feasible, the evaluator should validate interpretation with the relevant respondents.
- **Data sensitivity:** Evaluators are sensitive to the privacy, confidentiality and potential risks taken by participating organisations and individuals in GCERF evaluations.
- **Impartiality of judgment:** GCERF respects the impartiality of judgement of those carrying out the evaluations in the design, conduct, and reporting of their evaluations.
- **Transparency and Organisational Learning:** GCERF's evaluations use transparent processes in both their conduct and internal reporting. Lessons are drawn from the results

and are shared with all parties concerned. Lessons are then incorporated into improved work practices and/or decision-making processes.

- **Utility and timeliness of the evaluation:** Evaluators are sensitive to the fact that evaluation utility is linked to its relevance to GCERF's needs, (as well as to organisational learning and informed decision-making processes). (See section 3 regarding evaluation planning and prioritisation). Thus, utility is linked to the relevance and timeliness of reporting the evaluation results to coincide with the relevant decision-making agenda.
- **Linking up with complementary tools:** Evaluators work with the available complementary tools such as monitoring and reporting data and information. GCERF recognises that the availability of this data and information is an important source of evidence for evaluations and provides ease-of-access to its evaluators.
- **Quality assurance measures:** Quality assurance will be demonstrated through the evaluators' adherence to the common norms and standards of international and national evaluation professional societies, and in particular, to those listed above.

## 2. Types of evaluations

1. **End-of-grant evaluations:** A number of individual grants are selected (based on criteria described below) for a more in-depth external end-of-grant evaluation. The purpose of the evaluation is to generate findings and learnings on the achievements of the grant. Approximately one third of grants will be subject to such an evaluation.
2. **Country or Portfolio evaluations:** At the end of 1-2 funding cycles and in reference to Country Strategies, country or portfolio evaluations will be carried out. The purpose of the evaluation is to generate findings and learnings for GCERF at the country or portfolio level. It will go beyond a consolidation of individual grant performance and assess aspects such as, for example in-country coordination, relationship with government entities, donors and stakeholders, alignment with national strategies and plans etc.
3. **Thematic evaluations:** These evaluations cut across portfolios, such as *Gender in PVE* or *Capacity Building for PRs*, etc. in order to identify specific findings and learning about the theme under consideration.
4. **Corporate, Strategy and Policy evaluations:** The focus of such evaluations is to assess the effectiveness and impact of the relevant strategy, Policy or corporate function.
5. **Meta-reviews:** Once a certain body of evaluations have become available, evaluations will be reviewed collectively in order to identify common findings and learning across grants, initiatives and regions.
6. **Donor reviews:** Donors providing financial contributions to GCERF may carry out their own reviews or evaluations as part of their specific accountability requirements. Such reviews can bind significant resources at the Secretariat and may place a substantial burden on recipients of GCERF funding. In order to manage such reviews well, GCERF suggests following the process described in Annex 1 "External Review Process".

### 3. Planning and prioritising evaluation

An Annual M&E Work Programme is drawn up by the Evaluation Function. Its timeframe is in line with the budget cycle. Planning follows a bottom-up process whereby requests are solicited from relevant internal and external stakeholders by the Evaluation Function (e.g. GCERF Executive Director and staff, as well as country support mechanisms, country governments, donors etc.). Priorities are then set jointly by the Evaluation Function and Senior Management and then shared for endorsement with respective body of the Board or an entity mandated to oversee the Evaluation Function.

An Ad-hoc Evaluation Advisory Working Group (EAWG) may accompany a particular evaluation bringing together representatives from different stakeholder groups such as Board representatives, relevant GCERF staff, principal recipients and CSMs. The EAWG is temporary and established only for the duration of the given evaluation. The role of EAWG is to provide support and meet at key points of the evaluation to review and comment on the following:

- The evaluation Terms of Reference;
- The Inception report and evaluation tools; and
- The draft evaluation report and recommendations.

An EAWG may be established for the following types of evaluation:

- Corporate, Strategy and Policy evaluations; and
- Thematic evaluations.

The Work Programme sets out the evaluations to be carried out over a one-year period. Criteria used to determine what should be evaluated include:

- Relevance to GCERF Strategic Plan: importance to the strategic and operational plans of the organisation;
- Organisation utility and timeliness: the anticipated usefulness of the findings of the evaluation for the organisation and its timeliness to decision-making processes;
- Feasibility of the evaluation: the feasibility to evaluate a given area of work or focus;
- Organisational requirement: global or regional commitments, specific agreements/requests with stakeholders, partners or donors, host governments and communities; and
- Budget availability: the availability of the necessary funds to carry out the evaluations.

The above criteria will be systematically used for each evaluation under consideration and support the decisions made of what should be included in the Work Programme. It is envisaged that the Annual M&E Work Programme will contain a balance of the types of evaluation described in section 2. However, the number and types of evaluations included will depend upon both the demand as well as being within the limits of available human and financial resources.

## 4. Use of evaluation findings

The utility of evaluation for improving performance, effectiveness and learning depends to a large degree on how well an evaluation culture is established within GCERF, as well as with recipients of GCERF funding, and the consortia members. This means developing a shared understanding of what evaluation is and a commitment to engage and learn from evaluations. Towards this end, it actively seeks feedback on evaluation reporting from its relevant stakeholders as well as from the recipients of GCERF funding and relevant communities and/or populations prior to finalising an evaluation report. Thereafter, a number of activities are planned together with the relevant internal and/or external stakeholder group(s) to make optimal use of evaluation results as well as develop such an evaluation culture. These include:

- Evaluation outputs, which can take the form of reports, briefings and other forms of information. The key output of each evaluation is a final report containing findings, conclusions, recommendations and lessons learned.
- Each evaluation will be accompanied by a GCERF management response. This will include an action plan detailing accepted recommendations, follow up required with timeline and explanations for rejected recommendations.
- A reporting and follow-up mechanism to monitor the implementation of the action plans is managed by the Evaluation Function. A status report on implementation will be included in the regular Progress Reports.
- Pending an organisation-wide disclosure policy, all evaluation reports will be available to GCERF management, staff, Board members and the respective PR. At the discretion of the Evaluation Function and the Executive Director, access to evaluation reports will be provided to stakeholders where they are directly involved, for example country stakeholders for a country/portfolio evaluation.

## 5. Review of the Evaluation Guideline

The enactment of the Evaluation Guideline will be regularly monitored by the Evaluation Function, and Progress Reports will be provided to Senior Management and the Board or oversight entity at least annually.

This Guideline will be initially reviewed by the Evaluation Function within two years after approval. The aim is to ensure that it is in line with current GCERF organisational structure as well as up-to-date international standards and practices on evaluation. Thereafter, reviews will take place within three-year maximum intervals. Any proposed changes will be reported to GCERF Executive Director and the Board or oversight entity for information or consideration.