

The Eurasia Foundation

Scope of Work Summative Evaluation of the Qinghai NPO Resource Program

December 2009

The Eurasia Foundation (EF) is a privately managed, nonprofit organization headquartered in Washington, D.C. It is supported by funding from foundations, international organizations, governments (U.S. and European), corporations and individuals. Since 1993, Eurasia Foundation has invested over \$380 million through more than 8,400 grants and operating programs in various countries in the Eurasia region and its broader neighborhood. More information on the Eurasia Foundation can be found at www.eurasia.org.

The Eurasia Foundation seeks an evaluation consultant(s) to conduct a summative evaluation for the first phase of the Qinghai Non-Profit Organization (NPO) Resource Center Program in Xining, China. The goal of the summative evaluation is to provide an independent assessment of the Resource Center program's impact on non-profit organizations in eastern Qinghai and on EF's local partner organization. The evaluation will also provide recommendations for subsequent phases of the program. The evaluation is scheduled to be conducted in January and February 2010 with the final report submitted no later than **March 31, 2010**. The budget for the evaluation includes a range of \$22,000 – \$30,000 for evaluation services, materials, round-trip transportation to and within Qinghai, accommodation and per diem.

Program Background

Since January 2007, EF, in partnership with a local nonprofit organization in Xining, has established the *Qinghai NPO Resource Center*. The first 40-month phase of the program will run until March 31, 2010. EF anticipates that the second phase of the program will run for an additional 36 months from April 2010 until March 2013.

The goal of the Qinghai NPO Resource Center program is to strengthen the capacity of NGOs in Qinghai and enable them to play a leading role in further promoting development in China. This goal was supported by three objectives:

1. To create an effectively operating and sustainable NPO resource center in Xining.
2. To stimulate the growth of NGOs and enable them to support community initiatives in Qinghai.
3. To create mechanisms for the transfer of skills, knowledge and best practices by facilitating linkages among civil society actors and encouraging third sector cooperation.

The Qinghai NPO Resource Center program delivered a series of seven region-wide trainings and facilitated two NGO study tours for community development leaders in Qinghai's Haidong Prefecture. Training topics included:

- Project design
- NGO rules and regulations
- Proposal writing
- Project implementation and management
- Fundraising strategies
- Financial management
- Monitoring and evaluation

The Center's study tour to Beijing allowed representatives of nascent NGOs in Qinghai to meet with Beijing-based NGOs, development experts and donors. The Center's study tour to Sichuan and Yunnan facilitated discussions and other exchanges with grassroots NGOs working with culturally

diverse and rural populations. The study tour participants learned about a variety of development interventions that can be adapted for use in Qinghai.

The Center has also been providing ongoing technical assistance to groups that wish to form NGOs, assistance to NGOs in identifying resources to finance their activities, and guidance in implementation of project activities, including monitoring and evaluation. In addition, the program has facilitated dialogue and created networks among non-profit groups in six targeted counties of eastern Qinghai Province (Huzhu, Ledu, Minhe, Xunhua, Hualong and Ping'an) as well as with other provinces of China.

Expected Program Outcomes

The activities of the Qinghai NPO Resource Center were expected to significantly contribute to the following outcomes in Xining and six neighboring counties:

1. An effectively operating and sustainable Qinghai NPO resource center in Xining.
2. Visible growth of NGO sector in Xining and the six neighboring counties.
3. Targeted NGOs' organizational and financial management strengthened.
4. Enhanced cooperation among civil society actors and development of an NGO network in the region.

Evaluation Goals, Objectives and Research Questions

The goal of the summative evaluation is to provide an independent assessment of the Resource Center program's impact on non-profit organizations in eastern Qinghai and on the local partner organization. The evaluation will also provide recommendations for subsequent phases of the program. The questions grouped under specific evaluation objectives (see below) that are of interest to EF and our Chinese partner organization. The consultant(s) is expected to contribute to this list with his/her own questions in consultation with the EF China Program Officer and Senior Program and Evaluation Officer to better meet the evaluation goal and objectives.

Objective 1: Characterize the changes, if any, among the Center's client NGOs and among NGOs from the eastern Qinghai region more generally since the program began.

Working with the Center staff, EF expects the evaluator to compile profiles of the Center's 15 client NGOs. The profiles will include the following basic data for each organization:

- How many people work for the organization, including part-time employees and volunteers?
- How many years has the organization operated?
- Is the organization formally registered? If so, when was it registered and under what authorities? Did it receive help from the Center in the registration process? If so, what was the specific type of assistance?
- If the organization is not registered, has there been an attempt to register it?
- How has the organization's registration status affected its ability to operate?
- How has the organization's physical location and rental arrangement affected its activities?
- How often has the organization utilized the Center's services in the past 3 years? Was the Center available and accessible when needed? How did the organization first come into contact with the Center and hear about its services?
- Has the Center helped the organization win financial support? If so, how much and from whom? Has any funding come from China-based donors?
- Has the Center's client NGO undertaken any community development projects? If so, briefly describe these projects.

The evaluator will be asked to compare the gathered data with the data contained in the program's baseline assessment and characterize the change or growth of the NGO sector in Xining and the six neighboring counties.

Objective 2 – Assess the level of improvement in the overall capacity of the Center’s client NGOs.

- Do the NGOs have a clearly stated mission? Do their projects have clearly stated goals and objectives?
- Have the average number, length of projects, and scale of projects implemented by client NGOs changed since the beginning of the program? What programmatic successes do the client NGOs claim, if any? Do the client NGOs link any assistance received from the Center to their ability to carry out successful programs?
- Do the NGOs include monitoring and evaluation activities in their projects? If so, are the plans adequate?
- Have the Center’s client NGOs successfully partnered with other local stakeholders, e.g., local government, business or NGO?
- Do the NGOs have an established financial management system? If so, at what stage are they in developing one and what process have they been using?
- Do the NGOs have an articulated fundraising strategy? If so, what process was used to develop it?
- Do the NGOs have a marketing strategy for making their services known (if applicable)?
- Do the NGOs report any significant changes in their operations after participating in the Center’s trainings and receiving consultative services?

Objective 3 – Develop recommendations to improve the Qinghai NPO Resource Center’s sustainability and future activities to best meet the needs of NGOs in the targeted area.

- How does the Center define its mission? Is there a distinction between this mission and the other work of the local partner organization?
- What additional types of assistance from the Center would be useful for client organizations?
- Are the Center’s client NGOs willing to pay for services? What services could the Center feasibly charge for? What value do training participants place on the trainings and NGO study tours?
- What are the main challenges to the Center’s long-term sustainability both programmatically and organizationally? In the opinion of the stakeholders, including the local partner organization and EF staff, what potential models should the Center consider for its sustainability?
- Are there specific capacity gaps that Center staff see in their own skill sets as they proceed into the program’s second phase, which will focus on attracting Chinese philanthropic investment to Qinghai province?
- To what extent has the Center involved its key stakeholders in strategic planning and decision-making?

Evaluation Methodology

Working closely with the EF Senior Program and Evaluation Officer, the evaluator will determine the evaluation design and methodology in order to answer the research questions above. EF recommends that the evaluator consider including document review, in-depth interviews with key informants, focus group interviews and surveys.

Required Tasks: Summative Evaluation

For conducting the summative evaluation, the evaluator’s tasks will be aimed at addressing the above-stated goal and objectives and will include the following:

- Working with the EF Senior Program and Evaluation Officer, design an evaluation methodology and develop appropriate data collection tools;
- Conduct data collection in Xining and selected neighboring counties;
- Interview relevant stakeholders, including the local partner organization and Center staff, EF staff, client NGOs and community groups, local government representatives, and others;
- Analyze the data collected in the course of field visits and document review;
- Prepare an evaluation report based on the collected data and subsequent analysis; and

- Present the report’s findings, conclusions and recommendations for program donors and implementers.

The document resources that EF expects the evaluator to review include, but are not necessarily limited, to the following:

- Qinghai NPO Resource Center original proposal, cost amendment proposal and attachments (including monitoring and evaluation plan with outcome framework/logic model)
- *Qinghai NPO Resource Center Baseline Assessment* (May 2007)
- Quarterly progress narrative reports submitted to donor
- Official statistics on NGOs registered in Xining and the neighboring counties
- All training materials, participant lists & participants’ feedback forms

Evaluation Logistics

Leanna Heiman, EF China Program Officer, and Robert O’Donovan, EF Senior Program & Evaluation Officer, will be the key liaisons for the evaluation expert. EF’s partner organization will provide assistance with making logistical arrangements in Xining such as hotel reservations, local transportation, etc.

Timeframe and Expected Deliverables: Impact Evaluation

December 4, 2009:	Tender announcement
December 31, 2009:	Bids due
January 8, 2010:	Project award
January 20, 2010:	Approval of detailed work plan (<i>methodology and data collection tools</i>)
January 25 – February 3, 2010:	Field work
March 7, 2010:	First draft
March 31, 2010:	Final draft

The evaluator will be expected to produce the following deliverables:

1. Work plan for evaluation activities
2. Data collection instruments
3. First draft of evaluation report
4. Final draft of evaluation report
5. Presentation of the main results of the evaluation (in MS PowerPoint format)
6. Article (maximum 2 pages) for public release in English and Chinese that describes the evaluation findings, conclusions, and recommendations

The **draft report** will include the following sections:

1. Description of evaluation goal and objectives
2. Description of evaluation methodology and data collection tools
3. Description of the data analysis process
4. Presentation of the main findings
5. Presentation of the key conclusions
6. Programmatic recommendations for EF and the local partner organization

The **final report** will include the following sections:

1. Executive summary in English and Chinese (max. 2 pages in English)
2. Brief description of EF, the local partner organization and the Qinghai NPO Resource Center program
3. Description of evaluation goal and objectives
4. Description of the evaluation methodology and data collection tools
5. Description of the data analysis process
6. Presentation of the main findings

7. Presentation of the key conclusions
8. Programmatic recommendations for EF and the local partner organization
9. Annexes, including scope of work, all of the data collection tools, list of interviewees, etc.

Intended Use of the Evaluation

The impact evaluation's findings, conclusions, and recommendations will be used for the following purposes:

- To inform the donor of the program's progress.
- To provide recommendations for the Qinghai NPO Resource Center's anticipated follow-on activities.

Bid Proposals

EF seeks bids from individuals or organizations to conduct the summative evaluation for the Qinghai NPO Resource Center. The evaluator should have experience evaluating similar programs and/or working with similar grassroots nonprofit organizations in China. The evaluator should have proven knowledge of research methods and familiarity with the local and/or comparable environment. The evaluator should be fluent in Chinese and English and should be able to submit the final report in English.

Applicants will submit a proposal narrative of no more than four (4) pages (single-spaced, 12 font, Times New Roman) in English that includes the following:

1. Description of the methodology the evaluator will employ, including suggested criteria for determining the final sampling of NGOs and other Center clients. A clear justification for the chosen methodology should be evident within the proposal.
2. Description of the format the bidder will use to consolidate and present the raw data from the interviews, focus groups and/or surveys.
3. Description of the analysis process the bidder will conduct based upon the raw data collected.
4. Budget for completing the above activities.
5. Timeline and draft work plan for completing the above activities.

Attachments should include, but are not limited to, the following:

1. Budget narrative;
2. CVs of experts in the project;
3. A summary of previously performed evaluations or related projects.

EF compensates for consulting fees, travel costs, per diem rates, communication costs, printing and other pre-approved costs related to the evaluation. All expenses must comply with the Foundation's cost and travel procedures. The budget for the evaluation includes a range of \$22,000 to \$30,000 for consulting fee for the evaluation, transportation expenses to, from and within the region, accommodation and per diem.

Selection Criteria

EF will select the winning proposal from among the companies or individuals submitting a complete bid by the deadline. The selection criteria will include the following:

- Quality of the proposed methodology
- Degree to which proposal adheres to evaluation questions listed above
- Qualifications of the bidding organization and the personnel involved in the project, including past experience in program evaluation
- Cost-effectiveness of the cost proposal
- Feasibility of proposed methodology and work plan
- Ability to adhere to the time constraints of the proposed activities.

The Eurasia Foundation reserves the right to make no award if circumstances warrant.

Review Process

The deadline for proposal submission is close of business in Washington, DC, on **December 31, 2009**. Proposals should be submitted by email to resumes@eurasia.org with “Evaluation Proposal (China)” in the subject line.

Interested persons who have questions about this tender should email their inquiries to Leanna Heiman, EF China Program Officer, lheiman@eurasia.org.

Proposals will be reviewed by EF management, program and evaluation staff. It is expected that the successful proposal will be selected by **January 8, 2010**. The summative evaluation is expected to commence approximately 2-3 weeks after the award notification.