

Terms of Reference (ToR)¹

for the Evaluation of the

Small Scale Project Fund Approach of Amity Foundation

on the basis of the 5th, 6th and 7th Small Scale Project Fund

1. Background

The Amity Foundation, a civil society organization, was founded in 1985 on the initiative of Chinese Christians and support of interested groups. As one of the earliest non-government organizations established after China's reform and open up, Amity aims to boost the development of China's public welfare covering education, social welfare, health, community development, environment protection, disaster management and more. Up to now, Amity projects have benefited more than ten million people in 31 provinces, municipalities, and autonomous regions in China. Meanwhile, Amity also carried out emergency relief and rehabilitation, community development work in five overseas countries including Kenya, Madagascar, the Philippines, Nepal and North Korea.

For the past 30-years rural development, Amity has focused on people's basic and urgent needs on one hand, and paid much attention to the innovative projects' exploration and attempt on the other hand. Therefore, Amity specially set up "Small Scale Project Fund" to support the emergent and innovative projects. Small Scale Project Fund of Amity Foundation lasts 3 to 4 years for each phase. This evaluation should cover Amity's 5th, 6th, and 7th Small Scale Project Funds. Amity works together with different implementing partners, including NGOs, churches, hospitals, schools, government departments, etc. And the beneficiaries include villagers, teachers, health workers, patients, people living with HIV, etc. During the 5th phase, most implementing partners were local government departments, as well as churches, schools and hospitals; for the 6th, NGOs played part of the role; and during the 7th phase, NGOs implemented most of the projects.

The 5th Small Scale Project Fund started in 2005 and ended in 2008; the 6th Small Scale Project Fund started in 2010 and ended in 2013. The 7th Small Scale Project Fund started in 2014 until end of 2016. The general objectives of these Small Scale Project Funds include the following aspects:

- 1) To meet the basic needs of needy people, to support emergent, short-period, small scaled projects.
- 2) To improve local fragile ecological environment and realize sustainable development of economy, society and ecology.
- 3) To find the ways to improve the life quality for the elderly in rural area.

¹ The time frame and deadline for submission of offers has been changed from the version of 24.03.2016 – all other content remains the same.

- 4) To further move forward the progress in traditional culture.
- 5) To promote churches to be more involved in environment protection.
- 6) To explore the patterns on young people's HIV/AIDS prevention work.
- 7) To strengthen mutual trust and cooperation between Bread for the World – Protestant Development Service and Amity Foundation.
- 8) To improve the capacity of small NGOs, churches, as well as local governments, which implemented the small scale projects. (This objective was not named in the proposals, but it is considered to be an important sub-goal and is therefore included here.)

In the 5th Small Scale Project Fund, altogether 41 projects were carried out in 12 provinces/municipalities/autonomous regions like Shanxi, Jiangsu, Sichuan, Chongqing, Yunnan, Guizhou, Gansu, Neimenggu, Qinghai, Ningxia, Hunan, and Henan. The activities can be categorized as 6 types: infrastructure construction (mainly safe water project), disaster prevention and mitigation (mainly facility construction or restoration for flood discharge and drought resistance), environmental protection, health promotion, capacity building, and small scale comprehensive development. The proportions of funds for these 6 types are 30.6% for infrastructure construction, 28.09% for environmental protection, 16.21% for small scale comprehensive development, 10.64% for disaster prevention and mitigation, 10.27% for health promotion, and 4.2% for capacity building.

In the 6th Small Scale Project Fund, altogether 15 projects were carried out in 8 provinces/municipalities/autonomous regions including Jiangsu, Xinjiang, Guizhou, Hunan, Sichuan, Shanghai, Yunnan, and Qinghai. The activities can be categorized as 5 types: civil society construction, disaster prevention and mitigation, environmental protection, poverty alleviation and development, and infrastructure construction. The proportions of funds for these 5 types are 33.87% for civil society, 27.4% for disaster prevention and mitigation, 20.55% for environmental protection, 12.91% for poverty alleviation and development, and 5.27% for infrastructure construction.

In the 7th Small Scale Project Fund, by the end of 2015, a total of 24 projects were carried out in 13 provinces/municipalities/autonomous regions including Qinghai, Inner Mongolia, Yunnan, Guangxi, Jiangsu, Chongqing, Hunan, Henan, Shandong, Jiangxi, Beijing, Tianjin, and Hubei. The activities can be categorized as 4 types, community development and left behind people, environment protection, HIV/AIDS prevention, and traditional culture. The proportions of funds for these 4 types are 40.63% for traditional culture, 22.22% for community development and left behind people, 21.7% for HIV/AIDS prevention, and 15.45% for environment protection.

The Small Scale Project Funds of Amity Foundation are co-funded by Bread for the World – Protestant Development Service, the globally active development and relief agency of the Protestant Churches in Germany. Meanwhile, local government, as well as beneficial communities, also provided matching funds to different projects. However, what the communities match, mostly is their labor.

The general approach of the small scale project funds is to give Amity the opportunity, to react quickly and flexibly to fast emerging needs of the target groups, to try out innovative project components and to be able to test new cooperations with project partners.

2. Objectives of the evaluation

Most importantly, to determine the relevance of the **general approach** of the small scale project funds and the project implementation with the local community development as well as the effectiveness of this approach.

To make an objective assessment on both achievements and challenges of the general project approach of the small scale project funds.

To develop a conclusion of project implementation of the programme and put forward suggestions for future funding possibilities.

To give recommendations if the small scale fund approach should be continued at all in the future or even be expanded, and if yes, how and in which relevant funding areas / topics.

To promote the sustainable development of similar projects based on the experiences and lessons / recommendations concluded.

3. Content of Evaluation and Users of Evaluation Report

- ✧ General Information and Background of the general approach of the small scale project funds and the selected projects which are the basis for evaluating the approach
 - a) Activities, project partners and target group
 - b) Social, political, economic and cultural background of the funding agencies, cooperative institutes and administrative organizations

The following questions refer to the general approach of the small scale project fund:

- ✧ Effectiveness
 - a) The specific objectives of the small scale project fund approach
 - b) To what extent were the objectives of the 5th, 6th and 7th small scale project funds fulfilled?
 - c) What were the chief factors which were helpful for the achievement of these objectives?
 - d) If any results had a negative outcome, why?
 - e) Did local knowledge and expertise add value in terms of the overall effectiveness and efficiency?
 - f) Was there adequate planning by Amity and its partners with the affected population and other stakeholders during each phase of the project implementation?
- ✧ Cost-effectiveness /Efficiency
 - a) Were the interventions timely?
 - b) Was the most efficient approach used in the effort towards achieving results?
 - c) What's the percentage of the administrative cost?
 - d) Is the administrative processing of the single projects done in an efficient manner by Amity?

✧ Impact

- a) What has happened as a result of the approach?
- b) What real difference has the approach made to the beneficiaries, implementing partners, and Amity?
- c) What was the level of beneficiaries' satisfaction with the overall interventions?
- d) Did local people participate in the project process and did they benefit economically, socially or technically from the initiative?
- e) Were there any unintended benefits and/or harms resulting from the interventions/approaches?

✧ Sustainability

- a) How long have/will the influence and changes made by the projects lasted/last?
- b) What kind of measures have been taken to guarantee the sustainability of the projects?
- c) How to maintain the effect of the projects and to what extent after the project goes to an end?
- d) In how far did the small project funds strengthen the capacities of the local partner organizations?
- e) In how far did the small project funds strengthen the capacities of local governments?
- f) What are main factors that promote or restrain the sustainability of the projects?
- g) Was the three funding sources approach implemented and lead to sustainability of the funded projects?
- h) Target community's support to the sustainability of the project.

✧ Relevance:

- a) Is the **approach** of the small scale project fund still relevant?
- b) Were the intervention choices the most appropriate in meeting the desired results?
- c) Were the interventions relevant to the local context?
- d) What are its advantages or disadvantages compared to other, "regular" project set-ups?
- e) Where the specific project goals of the small scale project funds relevant at the time of implementation?
- f) Have the interventions provided the guidance to the future project designing, as well as strategy planning at programme level?

✧ Others

- a) Gender equality should be highly considered during the whole evaluation.

✧ Problems and suggestions found during the evaluation

- ✧ Users of the Evaluation Report: The Amity Foundation, relevant project management departments and back donor

4. The Scope of Evaluation

It is the **general approach** of the 5th, 6th and 7th small scale project funds which should be the scope of the evaluation. In order to evaluate the approach, some of the funded projects and the implementation by Amity and their partners should be analyzed in detail:

Besides the satisfaction for the urgent needs, ecological environment and sustainable development are the major concerns of Small Scale Project Fund. So disaster prevention and mitigation and environmental protection will both account for big proportions in this evaluation. In addition, from the 6th Small Scale Project Fund, the civil society construction and the society's sustainable development have also been contained in the system of this Project Fund. In summary, in order to cover as many project results as possible and thus evaluate the whole effect more systematically and comprehensively, Amity proposes to choose 2 project activities on urgent needs, 4 project activities on the sustainable development of economy and society, as the evaluation objects, and organize and analyze other activities through files.

5. Design of Project Evaluation and Timeframe

- ✧ Agenda of the evaluation

No.	Task	Rough estimation of Working days per person	Dates (all in 2016)
1	Communication with experts and signing of agreement		End of May/ Beginning of June
2	Materials collection and organization, and designing of evaluation	3 days	End of July
3	Discussion with Amity and Bread for the World	1 day	Beginning of August
4	Inception report, Revising and confirming of the evaluation design	1-2 days	Beginning – middle of August
6	Field evaluation		
6.1	Preparation for field evaluation, including outline design for interview, contact with local partners, analysis on the present data and materials, etc	2 days	Middle of August
6.2	Site evaluation	18 days	September
7	Draft of the evaluation report	5 days	Beginning of October
8	Feedback on the draft of the evaluation report		Middle of October
9	Revising of the evaluation report and submitting of the final evaluation report	2 days	Middle - end of October
10	Translating of the evaluation report to Chinese		End of October / Beginning of Nov.

6. Products

a.) Inception Report

- Key data of the evaluation
- Feed-back/amendment to the TOR
- Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, who is team leader/coordinator?), estimated timetable and work days for the evaluation team. Report about identified problems and risks.
- Evaluation design and methodology: Report about the chosen qualitative and/or quantitative methods and further steps on how to implement them in the evaluation (selection of samples, strategies for analyses and collecting data, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Measures to be taken to get adequate information for gender analysis.
- Tools for data collection and data analysis (e.g. presentation of questionnaires)

b.) Final Evaluation Report

The final report shall be written in English with a maximum number of 40 pages (excl. annexes) and has – as a minimum - to include the following contents:

- a) Key data of the evaluation:
- b) Executive summary (3-4 pages): a tightly drafted, to-the-point, free-standing document, including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.
- c) Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the project / programme to be evaluated and relevant frame conditions
- d) Evaluation design/methodology
- e) Key results/findings: with regard to the questions pointed out in the TOR/inception report (including project/programme and context analysis), Assessment of the extent to which issues of equity and gender are incorporated in the project/programme.
- f) Conclusions based on evidence and analysis
- g) Recommendations regarding future steps/activities/follow-up – carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible for each conclusion a recommendation).
- h) Lessons learnt (generalizations of conclusions applicable for wider use).

7. Key qualifications of the team of consultants

- The team should consist of a team leader and one co-evaluator. One team member should be a local consultant.
- As a team, the consultants should meet the following requirements:
- Thorough development expertise, especially in the fields of rural community development, health and HIV/AIDS prevention, disaster prevention and mitigation,

environmental protection, and NGO development.

- Experience with the work of civil society actors in China
- Significant evaluation experience
- Wide methodical competence, especially in the area of impact assessment, qualitative methods, participatory methods
- Culturally sensitive appearance, respectful conduct
- Gender competence
- Master English (English and Chinese bilingual is preferable)

8. Contents of the Offers

Team applications are welcome.

Offers must be sent to Amity Foundation and Bread for the World - Protestant Development Service by 25th May 2016. A complete offer consists of:

- a detailed CV for each consultant
- an offer regarding content (max. 5 pages) which states the time frame precisely and explains the methods to achieve the targets of the evaluation conclusively. The time frame must present separately and in detail the days per consultant for the desk phase, the field phase and the synthesis phase.
- a financial offer indicating consultants' fees, travel and associated costs, etc.. All costs, also of field phases, must include value-added tax and be listed in the financial offer.

Please send your complete offer by e-mail to:

Amity Foundation

Email: tanhua@amity.org.cn

and

Bread for the World - Protestant Development Service

E-mail: nicole.derbinski@brot-fuer-die-welt.de

Berlin, Nanjing 03. May 2016