



## Call for Applications

### **Independent evaluation and impact assessment of EuroHealthNet programming, activities and the organisation as a whole, with a particular focus on activities and programmes supported by the Employment and Social Innovation (EaSI) Grant (2018 – 2021)**

## Terms of References

### **I. Background**

EuroHealthNet is a not-for-profit partnership of organisations, agencies and statutory bodies working on public health, disease prevention, health promotion, and reduction of inequalities across Europe. Our vision is of a society in which all citizens enjoy their fundamental right to the highest attainable standard of health, without distinction of race, religion, or economic or social condition.

The partnership's mission is to improve and sustain health through action on the social determinants of health and to tackle health inequalities within and between European States. EuroHealthNet achieves this by supporting members' work in Europe through its three Platforms on Policy, Practice and Research, its collaboration and networking with relevant partners, and advocacy and communications.

EuroHealthNet's mission and strategy seeks to positively contribute to the achievement of the EU2020 Strategy objectives, the UN Sustainable Development Goals, the fight against social and health inequalities and the implementation of the European Pillar of Social Rights. For more information, please visit [www.EuroHealthNet.eu](http://www.EuroHealthNet.eu).

### **II. Evaluation Background**

EuroHealthNet is supported by a core grant from the European Commission, DG Employment and Social Affairs, through the Programme for Employment and Social Innovation (EaSI). The programme supports a four-year framework (01/2018-12/2021) which is comprised of annual work-plans around achieving specific strategic objectives. In the framework of this core grant, EuroHealthNet's aims to achieve the following four strategic objectives by 2021:

- To **strengthen policy initiatives** to reduce social and health inequalities within and between European countries and contributed to the development and implementation of effective and sustainable policy action across EU and (sub) national levels on health and social equity.
- To make lasting impact by **increasing capacity, competency and knowledge** amongst the Partnership in EU Member States to formulate and implement coherent approaches to reduce health inequalities, poverty and social exclusion, by applying EU policy tools and mechanisms where relevant.

- To **increase awareness and improved understanding** of health and social inequalities through effective communication and dissemination of “what works” among politicians and policy makers, practitioners, and researchers at EU and (sub) national levels
- To **realise a high quality, effective and sustainable European Partnership for improving health and social equity**

EuroHealthNet works towards these objectives through its three platforms, namely: PRACTICE, POLICY, and RESEARCH. The EaSI grant covers the POLICY Platform activities in their totality, most of the PRACTICE activities, and part of the RESEARCH activities. The RESEARCH and PRACTICE Platforms also include several EC co-funded projects such as CHRODIS+ and INHERIT.

EuroHealthNet is committed to conduct a four-year independent evaluation of its programmes, operations and partnership to monitor progress made towards achievement of its main organisational objectives, and to assess the impact of its work. The results will not only identify accomplishments but also generate knowledge on the shortfalls, thus contributing to lessons learned and informing organisational strategy, sustainability, and resource allocation. The evaluation and impact assessment will contribute to better-informed decision-making and promote greater accountability for performance in the coming years.

### III. Evaluation Terms

The four-year evaluation process will consist of the following:

**1<sup>st</sup> year (2018):** The evaluation work will begin with the development of the external evaluation plan to assess the yearly progress of EuroHealthNet’s work programme and an impact assessment plan for 2021. It will build on and take forward findings of the [external evaluation from the previous period \(2014-2017\)](#). Care needs to be taken not to duplicate matters or have repeated contact with individuals who have already given their time to share their views about EuroHealthNet in the previous period.

It also includes the development of a first brief reflection on the 2018 activities of EuroHealthNet based on a set of outputs and outcome performance indicators.

**2<sup>nd</sup> year (2019):** the work will concentrate on data collection and data analysis for 2019 and development of a 2<sup>nd</sup> short report.

**3<sup>rd</sup> year (2020):** involves data collection and data analysis for year 2020 and development of a 3<sup>rd</sup> short report.

**4<sup>th</sup> year (2021):** involves data collection and data analysis for year 2021 and development of a 4<sup>th</sup> annual short report as well as an additional impact assessment report. This 2021 impact assessment will need to demonstrate how EuroHealthNet makes a difference at an intermediary level (impact on members, staff, partners, and stakeholders with whom it has direct contact) as well as to analyse stakeholders’ perception of the ways EuroHealthNet influences, supports, and encourages those who are in a position to affect change, and develop policies and programmes to address health and social inequalities.

It will assess in particular how the EuroHealthNet Partnership has made an impact through its policy development, capacity building, project implementation, knowledge exchange activities by increasing

engagement, expanding the partnership, and enhancing its visibility. This will inform EuroHealthNet's decision-making on future policies, programmes, and strategies for sustainability beyond the FPA.

A final public summary report including conclusions and recommendations drawn from the overall four-year process will also be developed in the final year.

#### **IV. Evaluation and impact assessment plan**

The 4-year evaluation and impact assessment plan, which will operationalise and direct the evaluation, should include, but not be limited to, a description of the framework, methodology, and timeline.

The evaluation (2018-2021) will address the following guiding questions. For each question, the evaluator will need to think through a methodology, potential indicators and measurements:

- Do members feel that EuroHealthNet is addressing their expectations and needs? How/where do they feel that EuroHealthNet is adding value to their work? How/where do external stakeholders and funders feel that EuroHealthNet adds value?
- Has EuroHealthNet influenced its members and partners to uptake innovative approaches to health promotion (e.g. through the use of the principles of its REJUVENATE Framework)?
- Is the work of the three Platforms (Policy, Practice, Research) contributing to the achievement of EuroHealthNet's strategic objectives, particularly in relation to its fourth strategic objective to realise a high quality, effective, and sustainable European Partnership?
- How have EuroHealthNet's activities contributed to awareness of and engagement with key EU level tools, specifically the European Pillar of Social Rights, the European Semester, and Structural and Investment Funds?
- How visible is EuroHealthNet at the EU level, as well as in the countries where it has members and associates? Has its visibility increased over the period 2018-2021?
- What are the keys steps and changes needed to further consolidate and scale up EuroHealthNet's work, reach, and impact?
- How could EuroHealthNet strengthen its impact through its member recruitment and retention strategies? Are EuroHealthNet's member recruitment and retention strategies targeting the right types of organisations from each country? Are the appropriate persons serving as the liaisons between EuroHealthNet and the member organisations?
- How are EuroHealthNet's communications materials disseminated and/or used within member organisations and partner offices?
- To what extent has EuroHealthNet's engagement with alliances strengthened its visibility and impact? How could EuroHealthNet strengthen its impact through alliance-building?

Framework of output and outcome indicators and measuring performance:

The evaluator will also need to evaluate outputs and outcomes using (intermediate) performance indicators to identify and assess proximal, distal, and consequential impacts. In order to do this, the evaluator will adopt quantitative and qualitative approaches, establishing output indicators, quantitative and qualitative targets and designing impact and outcome indicators and targets. The framework will be developed for the three Platforms and core functions. The information will be gathered in cooperation with office staff, analysed, synthesised in brief annual evaluation reports, and used for subsequent actions. Examples are as follows:

	<b>Output indicators</b>	<b>Outcome and (intermediate) impact indicators and targets</b>
Policy	<ul style="list-style-type: none"> <li># Policy Précis published</li> <li># EU Semester analyses reports</li> <li># Responses to policy consultations</li> <li># Country exchange visits</li> <li># Meetings with EU officials, and other EU stakeholders and decision makers</li> <li># Participation in EU Platforms meetings and policy dialogues</li> <li># Collaborations with other organisations</li> </ul>	<p>Stakeholders and policy makers consider EU and (sub) national level social and health equity policy solutions – <i>Target: 60% indicate consideration</i></p> <p>Members engaged in EU and national policy development – <i>Target: 60% provided input</i></p> <p>The Social Pillar related policy proposals have been transferred among member institutions across countries – <i>Target: 80% expressed added value</i></p>
Practice	<ul style="list-style-type: none"> <li># Capacity building workshops</li> <li>Response rate to members' enquiries to ESIF Support Desk</li> <li># Policy guides</li> <li># Senior level seminars organised</li> <li># Alerts sent to members</li> </ul>	<p>Increased capacity, knowledge and skills of participants – <i>Target: 80%</i></p> <p>Members consider themselves better informed to act on EU policy development – <i>Target: 75%</i></p> <p>Members have taken actions forward as a result of the support, learning or information – <i>Target: 60%</i></p>
Comms	<ul style="list-style-type: none"> <li># Visits to the website</li> <li># Publications of Health Highlights</li> <li># Online Magazine</li> <li># Social media fans, followers, etc.</li> <li># Videos published</li> <li>Conference</li> </ul>	<p>120,000 page views in 2021 and over 15,500 contacts reached with targeted messages on issues of relevance to act on social gradients, equity gaps and vulnerable groups.</p> <p>Increased visibility and awareness of network activities and EU added value to key stakeholders – <i>Target: 30% increase since baseline.</i></p>
Core	<ul style="list-style-type: none"> <li># General Council Meetings</li> <li># Executive Board meetings and calls</li> <li># Annual evaluation reports</li> <li># TWIGs</li> <li># New members</li> <li># Volunteers placed through the EU Solidarity Corps</li> </ul>	<p>Sustainable attitude towards EuroHealthNet's operations from GC, EB, TWIG participants, and new members – <i>Target: 90%</i></p> <p>Sustainable membership income Growth in associated membership of POLICY, RESEARCH and PRACTICE Platforms – <i>Target: 30%</i></p> <p>Previously disadvantaged/excluded young volunteers indicate that their knowledge on solidarity and health has increased – <i>Target: 80%</i></p>

#### **IV. Accountabilities and Responsibilities**

EuroHealthNet's Director and Senior Coordinator will oversee the evaluation process. The evaluator will report to the Executive Board of EuroHealthNet and present the results to the General Council.

The evaluator is responsible for: 1) designing and conducting the evaluation; 2) the day-to-day management of evaluation-related operations; 3) regular reporting on the progress; 4) the analysis and development of results; and 5) the production of deliverables in accordance with contractual requirements.

## **V. Process of Selection of the Evaluator**

To respond to this call, the candidate evaluator must submit a short outline evaluation approach as described under the Evaluation Terms. The draft evaluation plan is to be submitted by **7<sup>th</sup> of November 2018**. The Executive Board of EuroHealthNet will review shortlisted submissions and select the most appropriate candidates for an interview with the Director of EuroHealthNet. The selection of the evaluator will be completed by the end of November 2018. The evaluation work can begin upon approval of the final plan.

## **VI. Evaluator's Qualifications**

We are seeking a professional evaluator:

- With proven record and extensive experience in monitoring and evaluation of organisations implementing EU funded projects.
- Skilled in going beyond the most immediate results of data analysis in order to provide timely evidence to underpin strategic guidance to help further improve governance and scale up work.
- Interested and experienced on health and social determinants of health, European policies and practices.
- Knowledgeable about WHO Health 2020 and EU 2020 strategies, programmes and targets and the UN Sustainable Development Goals.
- Fluent in English (native speaker level). Knowledge of other European languages is an asset.
- Highly methodological and with excellent written skills.

The budget planned for the four-year work is 20 000 €, in the first year the amount budgeted is 5 000 €.

Candidates meeting these requirements and interested to undertake this work should send their proposal together with their proven expertise as well as an outline describing their approach and their methodology to David Hargitt at [d.hargitt@eurohealthnet.eu](mailto:d.hargitt@eurohealthnet.eu) by **7 November 2018 COB**.