



**GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES
STRATEGIC COUNSEL FOR ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT FOR RESULTS
DEPARTMENT OF PLANNING AND EVALUATION**

Call for resumes:

**“External Evaluation of the effectiveness of the
“Counterdrug Capacity Building Program Phase III (2013-2018)”**

SMS1322

Type of Appointment: individual consultancy

Organizational Unit: Department of Planning and Evaluation

Duration: 45 non-consecutive working days between October 2019 and April of 2020.

Remuneration: Based on experience, education and skills.

Work Place: Washington DC, Member States and consultant’s place of residence

Application date: Until September 23rd, 2019

Profile: The consultant must demonstrate a minimum of 10 years of experience in project evaluation and must hold a graduate degree in public policy, economics, management or related area; and have experience working in Latin America and the Caribbean. In addition, the consultant should be proficient in the use of the English and Spanish language, oral and written. Experience in public policy and counterdrug investigative techniques, in working with an international organization in the Americas, and in the evaluation of similar projects is not a requirement, but will be a plus.

I. BACKGROUND:

The Department of Planning and Evaluation (DPE) is coordinating the external assessment of the Counterdrug Capacity Building Program (2013-2018). This assessment is part of the DPE greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. Such efforts, coordinated and supervised by the DPE, began over ten years ago with the

evaluation of initiatives financed by the Spanish Fund for OAS and has been extended to operations financed by other donors, such as Canada and the United States of America. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization.

Precedent: Counterdrug Capacity Building Program in Central America and the Caribbean (2012-2013).

The production, distribution and trafficking of illicit drugs and related contraband represent a significant threat to all OAS member states. This include plant-based drugs such as cocaine, heroin and marihuana, synthetic drugs such as methamphetamine and ecstasy as well as pharmaceutical drugs diverted from licit distribution channels. Of equal concern is the diversion of the chemicals used to produce these drugs.

The drug-related international conventions prescribe the minimum controls that countries are required to implement to deal with these drugs and related substances. Member states must have in place the appropriate legislation, regulations, administrative and regulatory systems and procedures in place to control these drugs. Narcotrafficking is dynamic and constantly changing. Narcotraffickers use new methods of operation to either circumvent controls or to take advantage of opportunities to sell more illicit drugs. Officials and drug law enforcement officers need to have the necessary skills and knowledge to fulfill their responsibilities effectively and safely. In doing so they need to be aware of the changing face of illicit drug trafficking and the investigative techniques, new and well established, to deal with it.

The Executive Secretariat of the Inter-American Drug Abuse Control Commission (ES-CICAD) provides technical assistance to its member states to respond to the challenges noted above. It does so first through the provision of technical advice and support related to preparing new or revising existing legislation, regulations and administrative systems and procedures concerning the control of drugs and related matters. Secondly, the Executive Secretariat organizes and delivers training and capacity building initiatives for counterdrug law enforcement agencies from CICAD member states.

The purpose of the **Counterdrug Capacity Building Program (2013-2018)**, is strengthening the capacity of officials in participating countries to respond to threats and challenges related to narcotrafficking and drug production, including new threats, and to apply new strategies and techniques to respond to the same with particular emphasis on interagency/international cooperation, collaboration and the exchange of information as a well as a common or compatible approach.

II. OBJECTIVE

The objective of the Consultancy is to evaluate the efficiency, effectiveness, relevance and sustainability of the Counterdrug Capacity Building Program (2013-2018). The evaluation will specifically focus on the delivery of the main Outputs, the Immediate and Intermediate Outcomes for the project and the implementation of recommendations and lessons learned emanated from the final evaluation of Phase II.

A. Scope of the evaluation.

To achieve the objective the Consultant shall:

- Conduct summative evaluation, as it is necessary, in order to identify the main achievements and results of the project.
- Conduct a Cost - Benefit Analysis of the project, by identifying and monetizing the social and economic costs and benefits of the operation.
- Determine the relevance of the project Vis-a-Vis the OAS mandates and priorities in the countries benefited by the interventions.
- Determine the efficiency and effectiveness of the project as best reflected in the available results.
- Critically analyze the formulation, design, implementation and management of the project and make recommendations as needed.
- Assess the institutional and financial sustainability of the interventions financed by the program.
- Document lessons learned related to the formulation, design, implementation, management and sustainability.
- Make recommendations, as appropriate, to improve the formulation, design and implementation for future similar interventions.
- Assess if and how the project addressed the crosscutting issue of gender perspective and to what results.

In addition to the above, the consultancy will make every attempt to answer the following performance questions:

- i. Was the project's implicit Theory of Change effective?
- ii. Were the project's objectives achievable? And were they achieved?
- iii. Were the outcome indicators identified the appropriate measurement of success?
- iv. Are the project's achievements sustainable, institutionally and financially?
- v. Was the project cost efficient?
- vi. Are the project's indicators S.M.A.R.T.
- vii. Did the project team applied results based management principles from its inception to its conclusion?
- viii. Was the process for the selection of beneficiaries done based on pre-established criteria? And were the criteria appropriate?
- ix. Were best practices taken into account during the design and applied during the implementation?
- x. Were lessons learnt and recommendations from the evaluation of Phase II taken into account during the design and applied during the implementation of Phase III, 2013-2018?
- xi. Did the project include specific requirements for conducting follow-up of training activities in order to measure: increased skills, awareness and abilities among recipients; and the strengthening of institutions where such individuals work, among others? – consider using the Kirkpatrick methodology.
- xii. Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of project's actions?
- xiii. Is the project big enough to reach critical mass and promote a significant change? Or are the limited resources not being maximized?

B. Information sources.

Among other sources the consultant will review the following:

- i. Project profiles.
- ii. Progress implementation reports.

- iii. Project indicators identified in the logical framework.
- iv. Products derived from the implementation of the project and means of verification.
- v. Final evaluation report from Phase II.
- vi. Any other document deemed relevant for the completion of the work.

C. Stakeholders.

Among other stakeholders the consultant will consider the following:

- i. Project Team.
- ii. 34 OAS Member states.
- iii. Agencies in the countries that are responsible for policy, operational or regulatory aspects related to the control of drugs, chemicals and related substances and/or for counterdrug activities.
- iv. Donors, such as: US/INL and ACCBP Canada.
- v. Department of Planning and Evaluation, OAS.
- vi. Officers and officials in member states responsible for controlling drugs, chemicals and related substances and for counterdrug activities

III. ACTIVITIES:

This consultancy will be coordinated and supervised by the Department of Planning and Evaluation (DPE).

The evaluation process will take a participatory approach and take account of the views of all key stakeholders. In general the evaluation will be based on interviews, analysis of documents, field visits, hard data, use of relevant evaluation instruments (i.e. application of surveys, focus groups, etc.) and all available data sources, as required.

Phase I: Preparatory activities.

To achieve the objectives of the Terms of Reference, the consultancy shall carry out the following activities, without prejudice to other tasks that are necessary to complete the work:

- i. Conduct an inception mission to OAS headquarters to meet with key stakeholders and assess more accurately the scope of the work and request the necessary information to perform effectively. As a result, the consultancy will submit a draft work plan to the OAS, the work plan will include the description and chronology of the activities to be carried out, the reports to be submitted and the deliverables of the evaluation.
- ii. Develop an Evaluation Framework (EF) which will contribute to determine if the project was implemented efficiently and effectively and generated the expected results. The EF shall include the following sections among other:
 - a. A description of the methodology or design of evaluation strategy, including the sampling framework to be used for the collection of data; and the evaluation matrix. The evaluation methodology must consider qualitative and quantitative measurements.
 - b. Data collection protocols and analysis of information.
 - c. The identification of data collection instruments.
 - d. The identification and measurement of output and outcome indicators (initial, intermediate and final) to measure the project's efficiency and effectiveness, in addition to those previously identified during the design of the project, if any. Both groups of indicators are expected to include their definition and methodologies for the collection and calculation.
 - e. The instruments for the collection of information and related materials.
 - f. A revised version of the work plan for the consultancy, including the collection, analysis and production of reports.
 - g. A proposal to conduct a Cost – Benefit Analysis of the project.
 - h. A proposal of the table of contents of the final report, among others.

Phase II: Collection and analysis of information, and Midterm Report.

- i. Review all the relevant documentation including those produced during the formulation and design of the project.
- ii. Conduct interviews and collect information from key stakeholders, including: Project Team (in Washington DC), government officials, and direct and indirect beneficiaries, among other (see paragraph 2.5).
- iii. Conduct interviews and focus groups to validate the implicit chain of results (Logic Model/theory of change) for the project, by determining if it was adequate and valid for the expected and actual results.

- iv. Establish the project's efficiency and effectiveness, identifying lessons learned and making recommendations for future executions. This assessment should include a cost-benefit analysis of the project to determine the economic feasibility of the proposed model of intervention.
- v. Assess if and to what results the project team considered and implemented the recommendations and lessons learned emanated from the evaluation of ITEN phase II.
- vi. Assess the management of the project in the use of planning and implementation tools, such as annual operations plans, logical framework, and project monitoring reports among others.
- vii. Assess the technical and economic feasibility of the project, including the sustainability of its benefits.
- viii. Determine the relevance of the criteria used for the targeting of beneficiaries; from the project and make appropriate recommendations for similar initiatives in the future.
- ix. Analyze how and if the project incorporated a gender perspective approach in the execution of its components, and if there were any such efforts, determine how consequential it was.
- x. Measure the project's performance in terms of efficiency and effectiveness. The consultancy shall review and suggest adjustments to the indicators identified in the Logical Framework. In addition, the consultancy shall identify, propose and measure indicators that were not considered in the design. The consultancy shall analyze the extent to which the expected results were achieved as well as identify unplanned results that may have occurred.
- xi. **Conduct 3 missions to Member States.** The selection criteria for the countries to be visited will be determined during phase I of this TOR in conjunction with the DPE and the ES-CICAD.¹
- xii. Produce a midterm report describing the progress of the evaluation and the findings to date. The report will be accompanied by a Power Point presentation.
- xiii. **Participate in a videoconference with OAS headquarters to present the midterm report.**

Phase III: Presentation of final report.

¹ If for some unforeseeable reason, after the contract has been signed, a mission cannot be executed, the total contract amount will be adjusted down to reflect the appropriate amount.

- i. Produce a final report analyzing and describing the execution, outputs and outcomes of the supported actions; lessons learned, recommendations and conclusions; a section for sustainability and beneficiaries, among others. The report will be accompanied by a Power Point presentation.
- ii. Conduct **one mission to OAS headquarters** to present the final report.

IV. PRODUCTS AND DELIVERABLES

The consultancy will produce and deliver the following documents taking into consideration each of the activities described in the above section:

- i. An inception report, including a detailed work plan and the evaluation Framework **within 10 days** concluding the inception mission.
- ii. A mid-term report on the progress of the consultancy including, a revised Logical Framework, the theory of change and a Power Point to be presented on a previously agreed date.
- iii. Final Evaluation Report including a Cost - Benefit Analysis, all products mentioned above and a Power Point Presentation to be presented in OAS headquarters on a previously agreed date.

V. TIMEFRAME & PAYMENT SCHEDULE

It is expected that the consultancy will require a total of 45 non-consecutive working days between September 2019 and March of 2020.

The payment schedule is as follows:

- 15% Upon signing the contract.
- 20% Upon delivery of an inception report.
- 30% Upon delivery of a Mid-term report accompanied by a Power Point presentation.
- 35% Upon delivery of the Final Evaluation Report accompanied by a Power Point presentation.

VI. PROCUREMENT PROCESS

The contracting will follow the procurement processes outlined by OAS tender regulations, ensuring the application of competitiveness and transparency principles.

Consultants interested in participating in the selection process should send the expression of interest and CV no later than September 23, to Enrica De Pasquale at edepasquale@oas.org