

Subject/Mission	Ebola Emergency Response
Review Sponsor	Brice De Le Vigne (OCB Director of Operations)
Review Manager	Sabine Kampmueller- Stockholm Evaluation Unit (SEU)
<b>Review Team Leader</b>	David Curtis- Consultant
Starting Date	15/06/15
Duration	25 Days

## Terms of Reference: Governance

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### REASON FOR THE REVIEW

One year after MSF (OCB) launched its response to the Ebola outbreak in Western Africa, and due to the complexity and challenges that have stretched the organisation, MSF OCB requires an **extensive multi-sectorial** review of its intervention.

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### PURPOSE AND SCOPE

The overall objective of the review is to provide: a picture of the intervention through a series of timelines identifying important events and milestones, a critical analysis of the intervention and choices taken with a focus on areas which challenged the organisation to change, adapt or develop new ways of working in response to the Ebola outbreak.

The review will look at the time period of 1<sup>st</sup> March 2014 to 31<sup>st</sup> March 2015.

The review should focus on the appropriateness of the chosen strategies/approach and provide an analysis of the effectiveness of the intervention. The analysis should identify key learning areas based on examples of good and bad practice as well as make recommendations for possible future best practices which can potentially improve guidelines, departmental strategies and learning.

The reviews scope is limited to all areas of the intervention under the direct operational management of OCB in the three countries most affected.

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### SPECIFIC EVALUATION TOPICS

#### 1. How was the OCB governance structure adapted for the Ebola intervention?

1. How was the Ebola response coordinated and how did it evolve? (Appropriateness)
2. Were adaptations made to the governance structure? (Appropriateness)
3. Were the adaptations timely? (Effectiveness)
4. What were the main factors influencing these adaptations? (Impact)
5. How well was the governance structure applied? (Effectiveness)
6. Was efficiency of the governance structure a criteria? (Efficiency)

7. What role did the MSF platforms (RIOD/ExCom) play within the OCB intervention? ([Appropriateness](#))
8. To what extent did OCB coordinate the response and what should the role be in the future? ([Impact](#))

## EXPECTED USES AND OUTPUTS

- Interactive overview of the key milestones/decisions/context of the intervention
- Critical analysis of the strategic choices and decisions
- Critical analysis of the successes at the level of implementation
- Potential areas for learning
- Recommendations for the future best practices where relevant

**The review should focus specifically on the areas of the response which challenged OCB to adapt the strategy, develop new solutions or change its way of working. The review is not a classic what was done and what was not done review.**

The review will attempt to deliver components of the ToR during the allotted timeframe. The Review will deliver a report per sector and specific transversal questions, which will be synthesised into a final document.

## METHODOLOGY PROPOSED

The review should incorporate a mixed methodology (qualitative and quantitative) based on the MSF guideline for evaluation e.g. based on the objectives of the response and DAC criteria<sup>1</sup>.

Will include: review and analysis of key project documents, interviews with team members at HQ and field levels, interviews with local authorities and other organizations, Interviews with patients, surveys, natural group discussions, roundtables, focus groups and lessons learned workshops.

## TEAM REQUIREMENTS: Governance

### Expected Background and Experience

The evaluator should be an experienced independent consultant with the following minimum qualifications and experiences:

#### Profile

- Minimum 5 years of experience in humanitarian and development assistance
- Experience in Managing Complex Emergencies
- Experience in West Africa a plus
- Knowledge if humanitarian and emergency procedures with large international institutions essential, with knowledge and or specific experience with MSF a plus
- English essential, French a plus

<sup>1</sup> OECD DAC Criteria: Criteria for evaluation development assistance

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## PRACTICAL IMPLEMENTATION OF THE EVALUATION

The number of days identified are for the period between 01/06/15 and 31/10/15. The report writing and triangulation is expected to take place during September and October

<b>Consultant</b>	Governance and management
<b>Timing of the evaluation</b>	Starting June 2015
<ul style="list-style-type: none"> <li>• <b>For preparation (Days)</b></li> </ul>	1 week
<ul style="list-style-type: none"> <li>• <b>For interviews (Days)</b></li> </ul>	2 weeks
<ul style="list-style-type: none"> <li>• <b>Analysis and Triangulation</b></li> </ul>	1 weeks
<ul style="list-style-type: none"> <li>• <b>For writing up report (Days)</b></li> </ul>	1 week
<b>Total time required (Days)</b>	<b>25 days</b>

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