



Term of Reference (TOR) Impact Evaluation CRS Transitional Shelter Project

1. Background

Catholic Relief Services (CRS) is an international humanitarian agency of the Catholic community in the United States and has been present in the Jerusalem, West Bank, and Gaza (JWBG) since 1961. The CRS JWBG country program currently supports development/relief programs and activities in the sectors of civil society, humanitarian assistance, youth development, education, and peace & justice. In Gaza, CRS' primary focus is humanitarian assistance.

After the fifty-two day war last year, and as part of CRS' emergency response, CRS JWBG has developed a Transitional Shelter project to help conflict-affected households speed their return to normal life. The main objective of the project is to provide conflict-affected households with a safe, adequate and durable place to live in the interim period before their permanent houses have been repaired or (re)-constructed. Targeted beneficiaries are households who were affected by conflict in identified communities, whose house is determined as unsafe for living or totally damaged, and who have limited ability to provide their own transitional shelter, for lack of materials and lack of income.

2. Usage and Audiences:

A final evaluation report will be created to identify issues to be considered during the ongoing implementation of similar programs and to inform future shelter program interventions. Moreover, the evaluation report will inform CRS and its local partners about the project design, implementation and the M&E plan of future projects.

3. Purpose and scope of assignment

The primary objective of this assignment is to evaluate CRS JWBG's transitional shelter program funded by multiple donors:

- Assess the extent to which project activities were implemented and contributed to the achievement of project goals and strategic objectives (impact).
- The assessment will focus on the quality of technical assistance, feedback mechanism, timeliness, and shelter completion.
- Assess the quality of transitional shelters in compliance with the standards that were established for the project: measuring safety, adequacy, and durability.
- Identify good practices and critical gaps in the project implementation in order to provide recommendations for program quality improvement in the later stages of this program and in future responses, as well as for general organizational learning.
- Provide CRS program accountability to community, partners, stakeholders and donors.

4. Criteria and key questions

The following criteria will guide the key questions to be asked

- **Relevance:** How well has CRS' response been meeting the needs of the affected population? How well is the program adapting to changing needs over time?
- **Effectiveness:** Whether the planned benefits have been delivered and received, as perceived by all key stakeholders.

- **Impact:** To what extent the planned goal have been achieved, and how far that was directly due to the project; if there were unplanned impacts, how they affected the overall impact;
- **Response coverage:** How were decisions made regarding targeting (sub-groups of the population being reached and the locations where the response is carried out)?
- **Coordination:** How well do CRS and partner plans complement those of other NGOs and or government?
- **Connectedness and sustainability:** In what ways are the needs of affected people changing? How is the response building on local capacities and reinforcing positive coping strategies?
- **Efficiency:** How well the various activities transformed the available resources into the intended outputs, in terms of quantity, quality and timeliness? What are the recommendations regarding appropriate resource requirements – human, financial, technical and support services.

5. Methodology

This evaluation will employ mixed methods. Specific methodological approaches and tools will be discussed in joint consultation with CRS MEAL team that will manage the consultancy. An evaluation plan will be used to demonstrate a clear understanding and realistic plan of work for the evaluation, checking that the evaluation plan is in agreement with the TOR and the overall CRS vision for the evaluation.

Primary evaluation methods will include: Key informant interviews, Focus Group discussions, direct observations, case studies, questionnaires as appropriate will be used as a particular form of qualitative analysis. These will be used to gain an in-depth analysis of the action and its implementation from organization staff, concerned stakeholders and beneficiaries' perceptions.

A formal presentation of the final report and key findings for CRS JWBG Gaza is also required. The consultant should keep the CRS evaluation management team regularly informed of progress and key issues arising that may require additional direction or suggestions for other key informants or reference material.

6. Deliverables

Final Evaluation Report: The evaluation will result in a final report that is a utilization-focused evaluation informing CRS staff's decisions to deliver effective emergency response and early recovery projects. The Evaluation Report will not to exceed 15 pages in length. The Evaluation Report should be structured within the following manner:

- **Executive summary:** This should be a summary that briefly describes the context of the evaluation, its purpose, and main conclusions, recommendations and lessons learned. The executive summary should be a "stand-alone" document of a maximum of 2 pages.
- **Background:** This will include both the internal and external context in which this work was undertaken.
- **Methodology:** Brief description of the methods used to implement the evaluation.
- **Findings:** These should be presented according to the project's objectives. Present findings in alignment with evaluation criteria relevance, effectiveness, efficiency, coverage, coordination, impact and sustainability as well as the challenges and limitations of what was done to achieve the grant objectives need to be presented. Gaps and opportunities upon which to build or replicate successes should be included.
- **Conclusions, lesson learned and recommendations:** Conclusions need to be stated clearly and unambiguously. Lessons should be applicable both to CRS' future emergency preparedness and response work as well as the management of the next grant from the donor. Recommendations need to be prioritized and clearly actionable. Both the conclusions and recommendations should be directed for the next strategic direction for its emergency preparedness and response work. These should include specific indicators of success/continued transformation that CRS should

consider tracking into the future.

- *Annexes to the Evaluation Report, including Scope of Work*

7. Timeline

This consulting assignment is expected to begin by mid-to-late November 2015 and to be completed no later than December 15th, 2015. The final version of the report as approved by CRS is to be submitted at the latest by December 31st, 2015.

8. Evaluation quality and ethical standards

The evaluation consultant/s should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people involved, and to ensure that the evaluation is technically accurate, reliable, and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards. The CRS Evaluation Standards are:

- **Utility:** Evaluation must be useful and used.
- **Feasibility:** Evaluation must be realistic, diplomatic, and managed in a sensible, cost effective manner.
- **Ethics & Legality:** Evaluation must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
- **Impartiality & Independence:** Evaluation should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
- **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
- **Accuracy:** Evaluation should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

9. Profile of consultancy team

The consultant/s should have:

- Proven practical experience in project/program evaluation particularly in participatory evaluation.
- Shelter background and experience evaluating similar projects.
- Advanced degree (preferred) in International Development, Statistics, Economics or related field.
- Minimum 5 years of experience with quantitative and qualitative research and experience in the emergency response project.
- Ability to analyze, synthesize and to write clear reports.
- Good knowledge of the NGOs management in general and familiarity with organizational development.
- Enough knowledge of the political and socio-economic situation in Gaza.

10. Responsibilities of CRS:

CRS will provide the consultant with all related documents, including the internal M&E Reports and all relevant materials. For logistics, CRS will provide the consultant with transportation to and within the project sites and basic office facilities. CRS will provide comments on 1st and 2nd draft within the specified timeframe.

11. Bidding Proposals

Interested candidates should submit their application material by November 11, 2015 including:

- Technical and financial proposal, with data collection/analysis plan and schedule, methodology, and draft data collection tools (including qualitative interview guides and if necessary quantitative survey questionnaires).
- CV of all proposed parties

- Cover letter clearly summarizing experience as it pertains to this assignment, daily rate, and three professional references.
- At least one example of an evaluation report most similar to that described in this TOR.

12. Selection Criteria

CRS will decide on the best offer based on three criteria:

- Past performance and capacities of evaluator(s);
- Quality of concept paper;
- Cost.

Please note that CRS expects the Final Report to present research findings, conclusions and recommendations in a concise format that emphasizes the most important issues. CRS will be reviewing proposals for this bid with this expectation in mind. As such, interested parties should use this opportunity to demonstrate their ability to make a compelling case in as concise a proposal as possible.

Deadline for Submission of Bid

Technical and financial proposal should be sent by email to jwbg-accounts@crs.org no later than **Wednesday, November 11, 2015 at 05:00 pm.**

Should you have any further questions regarding ToR, please feel free to send your inquiry by email at jwbg-accounts@crs.org.