

Terms of Reference (TOR)

for

End of phase evaluation of IsraAID Strategic period 2022-2024 for Africa Region

1. Who is ISRAAID?

IsraAID is an international not-for-profit NGO founded in 2001 and headquartered in Tel Aviv, Israel with country offices in Africa, Asia, Caribbean, Latin America, Europe and the Pacific. Our mission is to support people affected by humanitarian crisis around the world and we are committed to providing life-saving disaster relief and long-term support in partnership with local communities and partners. For over a decade, our teams of professional medics, search & rescue squads, post-trauma experts and community mobilizers, have been first on the front lines of nearly every major humanitarian response in the 21st century. Beyond the crisis phase, IsraAID engages and works with affected communities in recovery, developing and implementing plans to reduce risks of future disasters. IsraAID supports Disaster Risk Reduction (DRR), Education, Health, Nutrition, Protection, WASH, and other community programs to build sustainable, practical and realistic solutions that communities can believe in and embrace, for the long term-solutions that tap into their inner reserves of strength and resilience to allow them take back ownership of their lives and futures. Africa portfolio currently comprises country offices in Kenya, Malawi, Mozambique, South Sudan, and Uganda.

2. Purpose of the consultancy

This evaluation is commissioned to cover the work undertaken in current strategic period of 2022 – 2024 to determine the impact of IsraAID Africa programs on the targeted beneficiaries and the general community it serves. Specifically, the evaluation will:

- Analyse the results against targets for program impact and outcome indicators.
- Assess the changes in knowledge, attitudes, practices, and resilience capacities that occurred because of the country program.
- Undertake comprehensive assessment of how key activities carried out by the project since the inception helped to meet the program objectives and outcomes, and
- Assess all the elements of the program’s design, implementation, coordination, and management, including processes, operations, and results.
- To identify lessons, good practices, points for learning and context specific recommendations that can contribute to further improve design, implementation, and management of the next strategic phase.

3. Background

IsraAID Africa portfolio currently comprises country offices in Kenya, Malawi, Mozambique, South Sudan, and Uganda.

IsraAID Kenya implements a comprehensive protection, health and nutrition, Water, Sanitation, and Hygiene (WASH) projects. During the initial phase of the strategic period, IsraAID Kenya focused on integrated programs primarily aimed at enhancing access to Child Protection (CP) and Mental Health and Psychosocial Support (MHPSS) services for children, Persons of Concern (PoCs) within the local communities in Turkana West Sub County specifically in Kakuma and surrounding areas. The objective was to build capacity of the beneficiaries to create a protective environment, address protection concerns and reinforce protection structures. Additionally, the projects are aimed at promoting sustainable access to safe water and enhancing local hygiene and sanitation standards which were low and had been worsened by drought conditions.

The IsraAID Uganda office applies a community centred approach in providing holistic protection and WASH services. During the strategic period under review, the interventions implemented included addressing child protection concerns, building capacity of community structures to enhance child protection, GBV prevention, operation and maintenance (O&M) of WASH infrastructure for increased access to water. The IsraAID Uganda office implements the projects in Palorinya Refugee Settlement in Obongi district, Northern Uganda, in Acholi Sub Region including in communities of Gulu, Nwoya, Omoro and Amuru and Nakivale Refugee Settlement in Isingiro District, South Western Region, Uganda. The key target groups reached include refugees and the surrounding host communities and specifically targeting children and women.

The IsraAID Mozambique office implements projects mainly focusing on Protection through implementation of Community Engagement Centres (CEC) and Child Friendly Spaces (CFS). The centres serve as points of protection and WASH service delivery in addition to facilitating the strengthening of social support networks which include parents/guardians and caregivers, youth, community leaders and schools. The interventions are implemented in Metuge, Ancuabe and Chiure districts in southern districts of Cabo Delgado province. The country office also works on Child wellbeing projects that support schools and communities to scale up protection services including GBV prevention and response, and women empowerment including specific interventions for women with disabilities. The project also deliver WASH infrastructure in schools and communities in Metuge district. The country office actively participates in specific clusters as part of networking and coordination.

IsraAID South Sudan office implements integrated multisectoral projects with protection as the main pillar of response and integral part of the intervention. This is integrated with sexual reproductive health (SRH), Water, Sanitation, and Hygiene (WASH) and nutrition projects. The interventions include addressing Gender Based Violence (GBV) and child protection related activities, building capacity of community-based structures through a multi layered strategy to enhance provision of Sustainable Integrated Gender-Based Violence (GBV & SEA) Prevention and Response services in Juba, Central Equatoria State. The projects are mainly implemented in Juba IDP Camps I & III and in host communities of Jondoru and Kit.

Launched amidst the impact of Tropical Cyclone Freddy in March 2023, and the subsequent cholera outbreak, IsraAID Malawi's primary objective was to address the water, sanitation, and hygiene needs, as well as other health concerns in the cyclone affected areas. IsraAID Malawi developed a response plan to help prevent and treat cholera cases by providing Oral Rehydration points that were to undertake surveillance and early detection, provide safe drinking water, sanitation facilities, treatment, and referral of cholera cases. The office screened and provided first aid treatment to

cholera cases, reaching over 12,500 cases. As the cholera situation improved and the number of people seeking treatment declined, IsraAID Malawi shifted its focus to addressing the high numbers of malnutrition cases, undertaking nutrition screening and referral. By the end of December 2023, IsraAID had rehabilitated 101 boreholes and screened over 8,200 children and referred severe cases to health care facilities.

4. Objective of the consultancy

The purpose of this consultancy is to assess results of IsraAID Africa programmes portfolio and provide evidence of program performance specific to achievement of planned objectives and outcomes. This end of phase evaluation will cover the current strategic period 2022 – 2024 and will analyse the relevance and efficiency of program implementation, the management and effectiveness of the program objectives, and the results particularly related to community resilience, as well as to identify potential prospects for sustainability. The results from this evaluation will contribute to the identification and documentation of lessons learned during the program implementation period and provide an evidence base for interventions to be conducted for potential continuation or upscaling of the action in future.

Specific Objectives:

The consultant is required to:

- Assess the extent to which the objectives of country programs were aligned to the needs of the target population as expressed in national and regional policy documents and other government priorities and strategies including how the country programs interventions influenced local government.
- Assess country programs performance in achieving the program impact and outcomes within the strategic period 2022 - 2024.
- Analyse the efficiency of project implementation and management (Coordination; Human Resources; Monitoring and Evaluation, financial resources, and other Operations tasks) and how these factors enabled or hindered achievement of the results, i.e. what worked well and what did not work well.
- Draw lessons, derive good practices, points for learning and context specific recommendations that can contribute to further improve design, implementation, and management of the next strategic plan, inform similar programs in future for sustainability and scalability of the interventions.

5. Scope of work and Methodology

The scope of the evaluation will cover the portfolio of IsraAID Africa country programs implementation period from (Jan 01, 2022, to Dec 31 2023). The evaluation will cover all areas of implementation within the IsraAID Africa country program.

5.1 Evaluation criteria and questions

The evaluators will assess IsraAID country programs in line with OECD-DAC evaluation criteria of Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. The evaluation will probe on the following main evaluation questions:

Table 1. Evaluation Criteria

Criteria	Questions
<p>Relevance/ Appropriateness: The extent to which the intervention objectives and design respond to/adapted to beneficiaries as well as national, partner and institution needs, policies, and priorities, and continue to do so if circumstances change</p>	<ul style="list-style-type: none"> ● To what extent were the country programs designed based on evidence and needs? Is there a clear theory of change and measurable objectives for the programs? ● To what extent were the country programs adapted to the needs of local communities with focus on vulnerable groups including women and youth?
<p>Coherence: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa?</p>	<ul style="list-style-type: none"> ● How effectively did country programs complement or overlap with national and local government priorities as outlined in national and local government policies and other related programs in the intervention areas? ● How effectively did country programs coordinate internally and externally with others in the program implementation areas?
<p>Effectiveness: The extent to which the intervention achieved the outputs and the extent to which outputs have contributed to the achievement of the program outcomes</p>	<ul style="list-style-type: none"> ● To what extent were targeted outputs and expected outcomes achieved? To what extent were the targeted groups of beneficiaries reached through the country programs? ● How effective were components including protection, Health, WASH, Education and DRR of the country programs? Which components had the greater impact? To what extent were the different components mutually reinforcing? ● What have been the main contributing and main limiting factors for the results achieved?
<p>Efficiency: the extent to which outputs and/or outcomes are achieved with the appropriate amount of resources/inputs (funds, capacities, time, administrative costs, etc.).</p>	<ul style="list-style-type: none"> ● To what extent did the intervention mechanisms (administrative framework, staff, timing, procedures, etc.) foster or hinder the achievement of the program outputs? Core areas to consider include resources allocation (i.e. funds, human resources, time, expertise, etc.), assessment of timeliness in release of funds, implementation rates, reporting, fund utilisation rates, organisational policies and procedures related to supporting the program, etc. ● Did the program governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all partners involved? -only applies to programs implemented thro partners
<p>Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects?</p>	<ul style="list-style-type: none"> ● How and to what extent the ultimate impact was achieved: i.e., enhanced community resilience transformative capacities to sustainably prepare and respond to disaster and protracted social protection crises? What is/are the evidence that the program enabled the achievement of the impact? ● How and to what extent have country programs led to improvements/changes in knowledge, attitudes, practices, and resilience capacities in targeted communities?

Criteria	Questions
	<ul style="list-style-type: none"> • What kind of unintended positive or negative impact did the country programs bring to the targeted communities?
<p>Sustainability: The extent to which the net benefits of the intervention continue, or are likely to continue.</p>	<ul style="list-style-type: none"> • To what extent have the country programs been able to support local government, local community structures, and the beneficiaries in developing resilience capacities and in establishing mechanisms to ensure sustainability of achieved outcomes? • What is the likelihood that results/benefits will continue beyond the country programs? What factors are in favour of or against maintaining benefits? • What other factors would play a major role in promoting or ensuring sustainability and/or scale of impact?

Cross cutting: In addition to the above evaluation questions, the evaluator/s shall assess how sufficiently Age, Gender, inclusion, climate change and DRR issues were considered in the design, implementation and monitoring of the country programs.

5.2 Methodology

The proposed methodology should follow a collaborative and participatory mixed methods approach that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. The end of strategic period evaluation tools should include both quantitative and qualitative data collection and analysis techniques to generate reliable findings and conclusions. It is expected that the data, and the eventual findings are disaggregated by sex, age, and disability. During the design phase, the evaluators will be required to develop tools for data collection and share with IsraAID technical working group for approval. The evaluators should also propose analysis tools or techniques to be applied.

Data collection methods will include, but not necessarily limited to:

- Desk review and content analysis of key country program documents (i.e., project design documents, log frame, semi and annual project reports, activity reports, financial reports etc.).
- Quantitative survey with beneficiaries reached through country programs.
- In-depth interviews with key stakeholders (i.e. program implementation staff, beneficiaries, local authorities, community leaders etc.).
- Focus Group Discussions particularly with local communities.
- Case studies or Most Significant Change (MSC) stories to provide valuable responses to the key 'how' and 'why' questions that could not be satisfactorily answered through surveys or desk review.
- Observations (visits to selected program implementation areas)

5.3 Data Protection and Confidentiality

While executing this assignment, the consultant and all the parties involved shall ensure effective protection of confidential and sensitive data and information in conformity with humanitarian and protection principles and to applicable legal data protection standards¹

¹ICRC Handbook for Data Protection in Humanitarian Action, and the European Union General Data Protection Regulation (GDPR).

6. Deliverables

The evaluation process will comprise the following phases. The Evaluation Team will work in close consultation with the Country Director(s), Regional Director and MEAL Coordinator as from the inception phase and in the subsequent steps of the entire evaluation process.

Table 2. Evaluation Deliverables

Phases	Description and Deliverables
Phase 1. Planning	<ul style="list-style-type: none"> ● Preparation and review of ToR by technical teams ● Gathering of all the secondary project documents necessary for desk reviews of the evaluation team (i.e. project design documents, log frame, quarterly and annual reports, monitoring reports, activities-specific assessment reports, etc.) ● Selection and hiring of the evaluation team according to IsraAID procurement process.
Phase 2. Inception	<ul style="list-style-type: none"> ● Preliminary meetings between the IsraAID technical team and the evaluation team to agree on expectations of the evaluation, scope, deliverables, timeline, responsibilities, etc. ● Preparation of an inception report detailing the design of the evaluation with an emphasis on methodological and planning aspects. The inception report will provide IsraAID technical teams the opportunity to verify that they share the same understanding about the evaluation objectives. The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables, designating a team member with the lead responsibility for each task or product. The inception report will be discussed, agreed and approved by the IsraAID technical team. ● Desk review of documents by the evaluation team. ● Presentation of the inception report, and inputs/comments incorporated in the final inception report. <p>Major deliverable: Inception report (maximum 30 pages)</p>
Phase 3. Data Collection	<ul style="list-style-type: none"> ● Develop tools (to undergo two rounds of review) and pilot them. ● Conduct data collection in the field. <p>Major deliverable: - Data collection tools / questionnaires and FGD and KII guides</p>
Phase 4. Data Analysis and Reporting	<ul style="list-style-type: none"> ● Analyze and triangulate all data collected during the desk review, fieldwork, and the additional consultations with stakeholders, as required. ● Submit the draft report to Regional Director and MEAL Coordinator, for review and feedback. ● Facilitate a validation workshop where presentation of preliminary findings and recommendation will be made to IsraAID Technical and country office team. It is anticipated the validation will be conducted remotely.

Phases	Description and Deliverables
	<ul style="list-style-type: none"> Finalisation of report based on inputs provided on the draft report (to undergo two rounds of review). <p>Major deliverable: Final Evaluation report (maximum 70 pages including executive summary excluding annexes), including an annex on lesson learned, a management response action plan to implement the evaluation recommendations, and submission of raw data to MEAL Coordinator for records and cross-referencing, if need be</p>
Phase 5. Validation and Dissemination	<ul style="list-style-type: none"> Dissemination of the final report findings. Presentation of findings and recommendation during the dissemination workshop to IsraAID Technical and coordination teams. The evaluation team should come up with a summary of the evaluation findings and recommendations in a power point presentation. <p>Major deliverables:</p> <ul style="list-style-type: none"> summary of the evaluation findings and recommendations in a power point presentation

7. Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than **40 days** and expected to start from May 2024 to June 2024. All timings for outputs will be coordinated with the Regional Director - Africa and MEAL Coordinator, Global.

The following is the anticipated breakdown of the evaluation tasks. The evaluators can adjust some of the activities and timing within the stated timeframe, as deemed necessary.

Table 3. Evaluation Deliverables

Phases and Activities	May 2024				June 2024				Payment Schedule
	1	2	3	4	1	2	3	4	
Phase 1. Planning									
Preliminary meetings between IsraAID Technical teams and the evaluation team to agree on expectations of the evaluation, scope, deliverables, timeline, responsibilities, etc.	■								40%
Phase 2. Inception									
Desk review and analysis of documents by the evaluator/s(ongoing)	■	■	■	■	■	■			
Writing and submission of the Inception report	■								
Review of the Inception report		■							
Incorporate feedback from IsraAID technical teams on the inception report, and finalize		■							
Phase 3. Data Collection									
Develop tools and submit to IsraAID technical team for review			■						
Incorporate feedback from IsraAID technical team				■					
Travel to field location				■					
Train enumerators on tools and pre-test of the draft data collection tools				■					

Phases and Activities	May 2024				June 2024				Payment Schedule
	1	2	3	4	1	2	3	4	
Finalization of the tools according to pre-test results, and agreement with IsraAID teams				■					30%
Conduct data collection in the field					■				
Phase 4. Data Analysis and Reporting									
Analyse and triangulate all data collected, and write the report						■			
Submit the draft 1 report to IsraAID teams for review and feedback. Do a presentation of preliminary findings and recommendations to the IsraAID Technical Team						■			
Finalization of report based on inputs provided on the draft report (at least undergone two rounds of review)							■		30%
Phase 5. Dissemination									
Presentation of findings and recommendations at a dissemination workshop with project teams and other stakeholders									

The consultant shall be prepared to complete the assignment no later than **July 1, 2024**.

8. Proposed Composition of Team

The consultancy should include but not limited to, Lead consultant, technical subject matter members and data analyst.

8.1 Roles of consultant

The consultant/consulting firm is expected to lead in the day-to-day management of the evaluation activities, including coordinating training and management of enumerators, field level data collection, analysis and report write up. The consultant is expected to regularly consult and inform the Regional Director and MEAL Coordinator on progress. The frequency of which shall be discussed and agreed with the consultant/consulting firm before the contract signing and shall form part of the contract.

The general responsibilities are:

- Review of program documents and preparation of inception report and data collection tools for review and feedback
- Review of existing secondary literature to inform the development of conceptual framework and data collection tools.
- Develop the evaluation data collection schedule and select respondents to participate in interviews.
- Select and Lead training and management of data enumerators.
- Conduct evaluation data collection.
- Perform data quality checks to ensure accuracy, validity and integrity of data collected.
- Conduct data cleaning, processing, and analysis.
- Prepare and submit a draft evaluation report and other products for review and feedback. Do a presentation of preliminary findings and recommendations to the IsraAID technical team.
- Incorporate feedback and submit final evaluation report and annexes.
- Disseminate findings and recommendation with project teams and other stakeholders.

8.2 Roles of IsraAID in management of evaluation

- Provide input into the understanding of IsraAID country programs.
- Provide the required project information to the consultant, these include project proposals and log frames and any type of research already performed on the target groups.
- Provide technical review of inception reports and (data collection) tools and quantitative data formats.
- Approval of inception reports, tools, quantitative data formats and data collection schedule
- Mobilization of relevant community level stakeholders to participate in interviews.
- Technical review and providing comments on draft report.
- Mobilization of stakeholders to participate in validation workshop.
- Approval of final report and annexes

9. Eligibility, qualification, and experience required.

Essential:

- The consulting team is/are registered under all or any of the countries in the IsraAID Africa portfolio.
- Lead consultant qualifications include PhD in Social Science, DRR, and/or related fields. Qualification in Community Resilience is an added advantage.
- Lead consultant's experience should include a minimum of 5 years' experience conducting evaluations in resilience in countries in IsraAID Africa portfolio. Experience as lead evaluator in previous project evaluations in an added advantage.
- Technical subject matter qualifications include PhD/Masters in WASH, Public Health/Nutrition, Gender, Social Work, Community development and/or related fields.
- Technical subject matter experience includes minimum 3 years in conducting evaluation in WASH, Health and Nutrition, Gender and protection and education in emergencies and/or related fields.
- Data analyst team member should have demonstrated experience with quantitative and qualitative data analysis and must have undertaken large scale data analysis in similar work.
- Strong comprehension, verbal, and writing capacity in English.
- Ability to engage with and understand the needs of respondents from different backgrounds with different skill level.
- Willing to travel and work in remote, difficult areas.

Desirable:

- Proficiency in (local) languages in the country program implementation areas is an added advantage.

10. Technical supervision

The selected consultant will work under the supervision of:

- **Thomas Okollah, Regional Director, Africa**
- **Grace Kirui, MEAL Coordinator, Global**

11. Location and support

The assignment will be carried out in any of the IsraAID Africa countries. Interested consultants/consulting firms can bid for one or multiple countries subject to meeting the criteria set out in this document. Consultant/Consulting firms with capacity to deliver the evaluation in majority of the IsraAID Africa countries strongly desired.

While the consultant(s)/consulting firm(s) shall work under supervision and guidance of the Regional Director – Africa and the MEAL Coordinator, Global, the operational support shall be provided by the respective Country Offices where the consultant(s)/consulting firm(s) will be working.

Consultant/Consulting firm will provide her/his own laptop and mobile telephone. All relevant documents and literature will be given to the evaluators in soft copy once the evaluation begins.

12. Travel

The lead consultant is expected to travel to the IsraAID Africa country programs as part of the primary data collection phase. The lead consultant is expected to make their travel arrangements and therefore should take note of this in their financial proposal.

13. Submission process

Interested applicants who meet the required profile are invited to submit an expression of interest including:

- i. A suitability statement including CV of participating consultants with details of qualifications, skills, and experience.
- ii. Technical proposal that summarises understanding of the TOR, methodology and tools to be used.
- iii. Work-plan indicating the activity schedule.
- iv. Financial proposal providing cost estimates and consultancy fees, data collection and travel costs.
- v. Two sample reports of similar previous assignments.
- vi. Contacts of three organisations that have recently contracted you to carry out a similar assignment.
- vii. A complete set of the required documents should be sent to israaidafrica@israaid.org on or before **3rd April 2024**

Terms and Conditions

- Applications must be in English.
- The consultant/consulting firm has relevant equipment & tools for the assessment.
- The consultant shall not assign this contract or subcontract any portion of it without IsraAID prior written consent.
- Any documentary materials that will be produced during this study belong to IsraAID, and the consultant may be allowed to keep a copy.

14. Evaluation of bids

Technical proposals received will be evaluated against the evaluation criteria as below and as applied across all service categories (total 60 points)

Table 4. Evaluation Bid selection criteria

Criteria	Description	Maximum points
Mandatory requirements	<ul style="list-style-type: none"> Two samples of similar assignments 	Pass/Fail
Proposed services	<ul style="list-style-type: none"> Proposed methodology and approach that indicates the understanding of the required services described in the Terms of Reference Proposed methodology and approach demonstrate understanding of context, in relation to community resilience. Proposed methodology reflects evidence of practical ability to execute the project, such as a draft work plan and timeline 	Maximum points 40 of which 35 is minimum
Capacity to deliver the consultancy	<ul style="list-style-type: none"> Track record of proposed Team Leader and her/his experiences of managing similar assignments Company's/team experience in conducting similar assignments. Has included supporting evidence that demonstrates track record and Curriculum Vitae of core staff, including experience and expertise relevant to fulfil the requirements of the consultancy. Team lead has excellent communication skills, including strong command of written English for reporting purposes 	Maximum points 20 of which 15 is minimum

Bidders meeting the minimum passing scores are considered technically compliant. If a bid does not meet the **minimum score of 50 points** the bid will be deemed technically non-compliant and will not proceed to the financial evaluation.