

Terms of Reference for a Project External Evaluation

Assignment:	Project Final External Evaluation
Closing date:	30 November 2014
Duration:	27 working days
Location	20 locations in the West Bank (Hebron, Bethlehem, Tubas, Qalqilyia, Safit Governorate)
Evaluation commissioner:	Oxfam Novib

1. Background, rationale and purpose of the evaluation

Oxfam Novib is a member of Oxfam International (OI) – an international confederation of 17 organizations working together in 90 countries with partners and allies around the world to find lasting solutions to poverty and injustice. On a global level, Oxfam strives to help communities suffering as a result of natural disasters, climate change, conflict, injustice and poverty. Oxfam helps those communities who are most in need, regardless of their race, creed, religion, ethnicity or nationality. Oxfam Novib has been working in the oPt since 1982 and supports both humanitarian and development programmes both in the Gaza Strip, West Bank, East Jerusalem, Israel, as well as Palestinian refugee camps in Lebanon (since mid 1980s).

In June 2013, Oxfam Novib together with its partner Health Work Committees (**HWC**), began implementing a 18-month humanitarian project entitled “Increased access to health care services and protection of vulnerable groups in West Bank”. The EUR 813,075.60 project is funded by the Belgian Cooperation through **Oxfam Belgium Solidarité**. **Oxfam Quebec** also contributed directly, together with its partner, the Palestinian Institute for community and Public health (**ICPH**) by providing Monitoring and Evaluation capacity building to HWC.

The project seeks to contribute to enhance the protection of vulnerable populations, access to health care and emergency preparedness in 20 vulnerable communities in the West Bank. It has two main components: 1) Women’s health, with a focus on Sexual and reproductive Health care, and Protection (women’s rights and people with disability rights, gender based violence); 2) Emergency health service and Preparedness.

The project’s first component targets women and especially women with disabilities (WwD) who have specific health needs and face obstacles in accessing quality health services, being therefore more exposed to neglect, domestic violence and poverty. Men (activists, leaders, CBO workers) are also directly targeted in women’s rights and protection-related interventions in order to foster their key role in violence prevention. Through its second component, the project targets youth and teachers, school authorities in 10 communities, as well as HWC volunteers and staff in capacity building intervention.

The project involves HWC women’s health program, Community Based Rehabilitation (CBR) program, and Emergency program. It strategically uses Sexual and Reproductive Health (SRH) care and rehabilitation as an entry point to deal with sensitive issues such as, Sexual and Reproductive Health Rights (SRHR), Gender Based Violence (GBV), Rights of people with disabilities, and Protection. It foresees to implement a comprehensive intervention linking health (service and education) with protection, in line with the National referral protocol (Takamol) endorsed by the Palestinian Authority in early 2014. The emergency component aims at building alliance between the emergency health – civil defense and education sectors for a more effective preparation of communities for emergencies (natural disasters, conflict, home incidents).

The main activities implemented in the frame of this project are outlined below.

Component Women’s health and protection:

- SRH service provision through 8 outpatient clinics and home visits;
- SRH/R Awareness-raising and education for women and women with disabilities;

- Private and group counseling for women and women with disabilities;
- Training and coaching caregivers of people with disabilities on good care practices;
- Mapping of PwD in the 8 localities and provision of rehabilitation assistance to women with disabilities;
- HWC staff training on GBV cases management, referral and health protocol;
- Community outreach events on women's rights, PwD rights;
- Trainings for men, women and community leaders on women's rights, gender issues and protection against GBV violence;
- Encourage community mobilization in preventing GBV and violence against WwD by establishing local protection committees
- End of project - Advocacy – community feedback conference in the frame of the 16-days campaign;

Component Emergency preparedness:

- Scaling up 5 HWC emergency rooms and 2 ambulances (provision of equipment, medicines and disposables);
- Capacity building of HWC staff (Doctors and nurses) in advanced emergency health care and ToT in first aid and emergency preparedness;
- Training of youth and teachers in First Aid (FA) and establishment of FA station in schools
- Evacuation exercises and emergency protocols in schools;
- Training HWC staff and volunteers on protection issues: HR violations documentation and reporting;

Monitoring, Evaluation, Accountability, Learning (MEAL) component (activities implemented in collaboration with ICPH HWC):

- Capacity building of HWC team on Outcome mapping methodology (3 workshops and mentoring).

2. Specific objective and audience of the evaluation

The objective of the final evaluation is to assess the relevance, effectiveness, efficiency, impact, sustainability of the project and to provide Oxfam and its partners with an independent review of the performance of the project based on the project document and logical framework. The evaluation results should identify and describe the lessons learned, assess progress and measure changes against indicators, summarize the experiences gained, both on a technical and managerial level.

This final project evaluation covers its two main components, as well as the MEAL dimension in the full implementation period. Its primary audience are: Oxfam (Oxfam Quebec, Novib and Solidarité Belgium) and HWC team and its purpose is mainly to inform learning process so as to improve the quality of future programming and projects' designs. Through this evaluation, Oxfam and HWC aim at building the institutional knowledge, promoting strategic and effective programming.

Another main audience for this evaluation is the Belgian Development Cooperation (DGD), which is funding this project. The evaluation will be used to ensure accountability upwards (towards donor) and downwards (communities) by reflecting the voices, opinions and experiences of the communities involved in this project. The final project evaluation findings, if relevant, will also be used in HWC and Oxfam's work by presenting evidence of what is needed for effective change and advocating for changes in the policies and practices of other institutional actors.

3. Evaluation criteria and questions

Through the final project evaluation, Oxfam would like to focus on the following areas:

Relevance:

To identify the extent to which the objectives of the project are relevant to the needs and priorities of the beneficiaries and targeted communities including:

- To what extent the project offered an adequate response to the priority needs of the population (distinguishing between men, women, people with disabilities and youth) considering the very particular context of the West Bank;
- To what extent the intervention strategy was adequate to produce the changes expected in the life of people and communities in general;
- To what extent the project was in line with national strategies;
- To what extent this strategy adequately responds to the priorities established by Oxfam, HWC and ICPH;
- The overall quality of the project design including its participatory and Monitoring, Evaluation, Accountability and Learning (MEAL) components: relevance of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) targeted/involved and degree of engagement of the main stakeholders; validity of the M&E framework and MEAL approaches / methodologies applied.

Impact

To identify the extent to which the objectives of the project have been achieved, notably:

- The positive and negative changes (in terms of policy – at local level , knowledge, attitude and behaviors) produced by the activities, either directly or indirectly, intended or unintended - on the targeted beneficiaries (changes in the lives of women and men, people with disabilities); and
- The reasons behind the achievement (or not) of the objectives. This includes providing a clear analysis of the internal and external factors that have positively or negatively affected the success of the project in terms of achieving the objectives defined in the proposal.
- To assess the unintended impact of the project on the communities.
- The contributions or effects (in any) of the project on cross-cutting issues like gender equality, environment, good governance, disabilities rights, protection, “do no harm”.

Effectiveness

To assess how far the project's results were attained and the project's specific objective(s) achieved, including:

- What is the degree of quality of performance of the project team, what are the main achievements and lessons learned?
- The extent to which the results of the project have been achieved with reference to the agreed outcome indicators and other relevant information;
- Were management / operational procedures effective? Where they in line with the needs of the project work plan; compliance with contracts agreed; and quality of monitoring framework;
- What were the key internal and external constraints and challenges affecting positively or negatively project performance;
- Whether the objectives are ultimately contributing to the realization of HWC and Oxfam's missions;
- What was Oxfam's contribution and added-value.

Efficiency

To assess to what extent the project was efficient in using the resources, in terms of:

- Cost per beneficiary/ type of benefit;
- Project approach;
- Project investments;
- Project contribution and the total actual cost of the project;
- Cost effectiveness in resources utilization;
- Day-to-day management - Operational work planning and implementation (input delivery, activity management and delivery of outputs); risk management ; respect for planning and deadlines;

- The extent to which synergies with other actors were built in order to foster project implementation and the quality of relations/coordination/communication with local authorities, institutions, beneficiaries, and other donors.

Sustainability

To assess the Conditions and choices for exiting, scaling up, handover or other types of transitions, the extent of likeliness of the continuation of the positive outcomes of the project and the flow of benefits after external funding ends including:

- Degree of ownership of objectives and achievements, e.g. how far all stakeholders and beneficiaries remain in agreement with them;
- Institutional knowledge and capacity, e.g. the extent to which the project is embedded in local institutional structures; how far good relations with existing institutions have been established; whether the institution appears likely to be capable of continuing to provide benefits after the project ends; whether counterparts have been properly prepared for taking over, technically, financially and managerially; and
- Financial sustainability, e.g. whether the products or services provided are affordable for intended beneficiaries and are likely to remain so once funding ends.

4. Scope of the evaluation and approach and methods, establishing the basic methodological requirements

Oxfam values the contributions of the external evaluator towards proposing appropriate, innovative, and robust methods of evaluation. The evaluation methodology will be a criterion for evaluating candidatures.

Some basic methodological requirements, however, are:

- The evaluation must be a participative and interactive process.
- The methodology should combine quantitative and qualitative data collection techniques and analysis.
- The proposed methodology should also describe how cross-cutting issues of gender, age and disability will be addressed and incorporated throughout the various stages of the evaluation.

The evaluation should consist of 4 phases:

1. Preparatory phase (briefing with stakeholders, document review, appreciation-review of the evaluation feasibility), sampling, preparation of data collection tools, logistic arrangements
2. Field work – data collection
3. Data analysis and presentation of preliminary findings (meeting with stakeholders to present analysis, conclusions and recommendation and debating)
4. Report drafting phase and finalizing the report

The evaluation methodology proposed by the evaluator\s will be reviewed by Oxfam and partners after the closure of the selection process. The evaluation methodology must be approved prior to the commencement of any field work or any other substantive work.

Oxfam will provide all the relevant project documents/reports, office working space and make necessary appointments for meetings with respondents. The Evaluator will start with a meeting at HWC with Oxfam and project partners, in addition to one feedback meetings in 2 localities covered by the project with groups of beneficiaries and stakeholders involved in the project.

5. Evaluation team:

The consultant should be a specialist in monitoring and evaluation with no prior involvement in the project, with the following qualifications:

- Post graduate degree in social sciences, development, management or similar field; Additional educational background in the field of public health highly desired;
- At least 10 years of progressively responsible positions in planning and management of humanitarian and / or development programs;
- Knowledge in evaluation methodologies and data collection techniques. Extensive experience in leading monitoring and evaluation of international donor funded project;
- Relevant technical expertise and experience in similar projects (emergency preparedness, SRHR, disability rights and rehabilitation program), including experience in evaluating community involvement;
- Experience in knowledge management and learning in a non government organization or similar;
- Good facilitation and communication skills;
- Excellent analytical and report writing skills;
- Good understanding of the Israeli/Palestinian conflict including with the specificities and challenges in the West Bank; and the in health sector in particular;
- Gender expertise; and
- Fluency in English (native-level writing skills) and Arabic.

6. Schedule, budget, logistics and deliverables. Include outline of the evaluation report (**see below**)

The consultant will submit the following in English in electronic format as Microsoft Word Documents:

- Methodological framework for evaluation;
- Full transcripts of all in-depth interviews and focus group discussions in an electronic format;
- A complete draft report (including presentation); and
- Evaluation report (Max. 35 pages plus annexes; **font: Times New Roman 12, line spacing 1**) that include the following main sections:
 - Table of contents
 - Abbreviations list
 - Executive summary (that can be used as a stand-alone document)
 - Brief on General context of the Palestinian situation focusing on sexual and reproductive health services and rights, rights of people with disability, emergency preparedness and response (health sector mainly)
 - Introduction that include the objectives of the evaluation, methodologies and techniques used and limitations of the evaluation, where relevant.
 - Presentation of the evaluation analysis and findings, covering the five focus areas (Relevance; Effectiveness; Efficiency; Impact; and Sustainability) clearly showing response to the evaluation questions included in this TOR.
 - Lessons learnt
 - Conclusions and recommendations with a clear relationship between them.
 - Report annexes that include: The Terms of Reference of the evaluation; the techniques used for data collection; the programme adhered to; list of document and bibliography and composition evaluation team.

The following is a suggested timeline; please include your availability and revised timeline in your submission of offer.

Output/milestone and Deliverable	Description	Inputs	Due date
1. Methodological framework for evaluation	Desk Review and final evaluation plan which include the methodological framework for evaluation (including list of interviewees)	4 days	7 December 2014

Output/milestone and Deliverable	Description	Inputs	Due date
2. Field work complete	Field work complete	14 days (2 weeks) in-country field work and a meeting to present the primary findings	24 December 2014
3. Draft report	Preparation of the draft report and submission to Oxfam. This includes (oral and written) presentation of the evaluation findings (answers to evaluation questions) to Oxfam and its partners as well as with beneficiaries groups.	6 days	6 January 2015
4. Final report	Acceptance/approval by Oxfam after any revisions of the draft are completed, debriefing with Oxfam,.	3 days	12 January 2015

Payment schedule:

- A first instalment (10%) will be paid at the approval by Oxfam of the methodological evaluation framework submitted by the consultant.
- A second instalment (25 %) will be paid at the reception of a draft report, depending upon quality.
- A third and final instalment (65 %) will be paid at the approval by Oxfam of the final report.

Any late submission beyond the due dates agreed upon with Oxfam will be submitted to late penalty deduction of 5 % of the total payment amount (unless in case of exceptional circumstances)

7. Management arrangements

While acting to ensure that the independence of the evaluator is respected, Oxfam and HWC will oversee the preparation process of the evaluation by:

- Ensuring that the necessary logistics are in place for the evaluation (logistic costs will be the responsibility of the evaluator);
- Ensuring that the right documentation is available for the evaluator(s);
- Arrange for the evaluator(s) to meet with partners and groups of beneficiaries;
- Prepare to hold a debriefing meeting to present results, conclusions and recommendations (draft report).

Oxfam and HWC will discuss and agree with the evaluator(s) data collection and analysis methodologies, and how recommendations or findings will be derived.

8. Dissemination strategy, plan and responsibilities for sharing and using the findings.

In order to ensure that the evaluation findings, conclusions and recommendations are given careful consideration and are acted upon, the evaluation manager, in collaboration with the partners involved in this project, will produce a management response to evaluation, which will include a description of the way in which Oxfam intends to use the findings and recommendations. To ensure transparency

to its constituents, Oxfam and HWC will place the executive summary of the evaluation report and the management response on their website.

9. Ethics and consent.

It is essential that the process of data collection, as well as storage of data, is supported by careful ethical practice, including informed consent, anonymity and confidentiality, no-harm and protection of data and data storage. Informed consent needs to include awareness of the evaluation data collection process and that the evaluation report may be published and publicly disseminated. Extra precaution must be taken in involving project beneficiaries considering the sensitivity of the thematic issues tackled by this project. To protect the anonymity of communities, partners and stakeholders names or identifying features of evaluation participants (such as community position or role) will not be made public.

The evaluator should engage in respecting the following ethical principles:

- Integrity (respect of gender sensitivity issues, especially when performing interviews/focus groups, religion and beliefs)
- Anonymity and confidentiality
- Independence and objectivity
- Veracity of information
- Coordination spirit
- Intellectual property of information generated during and by the evaluation (including report and annexes) will be transferred to the evaluation commissioner. The use and diffusion of this information will be the prerogative of Oxfam and the DGD, which is funding the evaluation
- Quality of report and respect for timelines. Should the quality of the report be manifestly below the expected level, or in case of late in submission the report, Oxfam reserves the right to terminate the contract.

10. Process of the selection of the evaluator or evaluation team and expectations for evaluation proposal

Oxfam invites bids from individual consultants or firms. Tender should not be received later than November 30, 2014 and should include:

- Technical offer that include the basic methodology and evaluation plan, and timeframe;
- Financial offer that covers all major anticipated costs (taxes, travel, accommodation, transportation, insurance, translation, etc);
- A CV detailing relevant skills and experience of the consultant and her/his team of no more than 3 pages, including contactable referees; and
- One sample of a relevant previous evaluation preferably for international donor funded project.

Tenders should be sent by email and mail. Only offers received by postal mail will be considered.

Mailing address (hand delivery is accepted):

Oxfam Novib
P. O. Box 49739
91491 Jerusalem

The selection criteria that will be applied will focus on three levels:

- Quality of methodology proposed by the applicant (40%);
- Profile of the evaluation team: knowledge and experience, skills and competences, composition of the team (30%);
- Quality and relevance for financial offer considering the activities proposed in the methodology and budget available for the evaluation (30%);

Please address questions about this tender to Sophie Mareschal at sophie.mareschal@oxfamnovib.nl