



**Terms of Reference for the Final Evaluation of
the Ukraine Joint Response
under the Dutch Relief Alliance (DRA)**

**Version 1
Zaporozhye/Andijk, 15 June 2016**

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1. Project background

Ukraine

The crisis in Ukraine enters into its third year. Political negotiations have not succeeded so far in bringing the conflict to a definitive end. People in need are traumatized, broke and stretched to their limits. The devastation in Eastern Ukraine on both sides of the contact line leaves highly vulnerable people with very limited access to basic goods and services and improvement of this situation any time soon is not expected. The precarious economic situation (with an inflation of 43% over 2015) and political fragility have resulted in a prolonged and chronic humanitarian crisis.

According to the Humanitarian Response Plan (HRP) 2016, 3.1 million people are in need of humanitarian assistance. This group represent the most vulnerable and most severely affected; consisting out of elderly (a staggering 30%), persons with disabilities or chronic diseases and female headed households. Without external support their situation will further deteriorate.

DRA context

In response to the challenges of the humanitarian system and the growing gap between humanitarian needs and humanitarian funding, the Dutch Minister for International Trade and Development Co-operation set-up of a *Dutch Relief Fund (DRF)* to increase effectiveness of Dutch humanitarian aid. The DRF is a pilot funding window for relief operations for the period 2015 – 2017, with a total budget of €570 million of which €120 million has been reserved for Dutch NGOs.

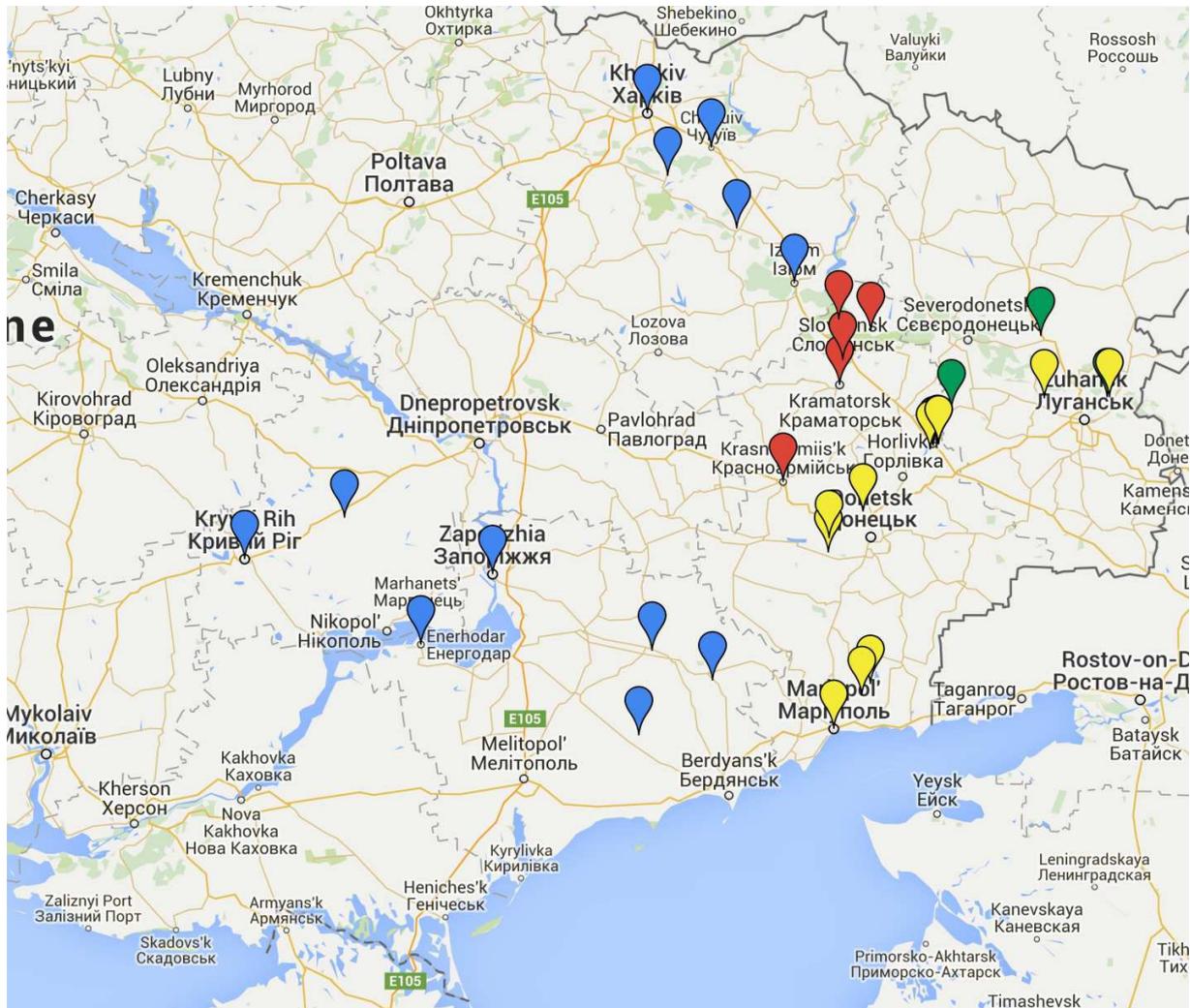
The *Dutch Relief Alliance (DRA)* is an alliance of 14 Dutch NGOs which respond to chronic crises as well as acute crises, for which they receive funding from the DRF. The DRF currently funds several joint responses, of which the Ukraine Joint response is one.

The specific objectives of the *Dutch Relief Alliance* as included in the MoU DRA are:

1. Deliver fast humanitarian aid in major crises;
2. Deliver humanitarian aid linked to needs and gaps in response to major crises in a timely, appropriate, effective and efficient manner;
3. Generate synergies and cooperation between the Members aimed at increasing efficiency and effectiveness in providing humanitarian aid in crisis situations;
4. Increase the visibility of this Dutch contribution towards the Dutch constituency, Parliament and in-country.
5. Work together, also with other parties, to tackle the major bottlenecks in the humanitarian practice through co-created innovation, joint learning and research;

Ukraine Joint Response (UKJR)

A seven-month programme beginning on December 1, 2015 and ending on June 30, 2016 with a budget of € 2.999.141, the UKJR is an emergency lifesaving, humanitarian program targeting both Internally Displaced Persons (IDPs) and host communities in need in Eastern Ukraine. The UKJR operates in Dnepropetrovsk, Donetsk, Kharkiv, Luhansk and Zaporozhye Oblasts on government-controlled areas and in the bufferzone. The UKJR consortium is led by Dorcas Aid International and includes Cordaid, Dorcas, Save the Children (SC) and Terre des Hommes (TdH). The thematic areas of the activities of all partners are listed in Annex 2.



Overview of implementation locations UKJR: Cordaid=yellow, Dorcas=blue, SC=red, TdH=green.

The key objective for the UKJR is:

To provide life-saving humanitarian assistance to 25,400 most vulnerable people affected by the humanitarian crisis in Ukraine and ensure efficient implementation of humanitarian response activities on the part of the DRA.

In the logframe this key objective is further specified in four key objectives:

1. To address essential shelter and NFI needs of the most vulnerable IDPs and conflict-affected population through monetized/in-kind assistance and contingency.
2. To ensure immediate access to food for the most vulnerable groups affected by the conflict.
3. To enhance access to quality preventive and curative health services (including psychosocial assistance).

The above three key objectives are sector-related, the fourth objective focuses on cooperation among the consortium partners:

4. To generate synergies and cooperation between the UKJR Members aimed at increasing efficiency and effectivity in providing humanitarian aid in crisis situations.

Projects within the UKJR are implemented in the UN clusters Emergency Shelter and NFI, Food Security and Health and Nutrition (see Annex 2 for more information). The identified results and locations are in line with the strategic priorities of the HRP 2015. To accommodate the efficient planning and monitoring by individual agencies some flexibility vis-à-vis the HRP has been built in at the level of describing activities and output indicators.

2. Purpose and scope of the evaluation

The UKJR has a contractual obligation towards the donor, the Dutch Ministry of Foreign Affairs, to ensure the realisation of an evaluation report. **The purpose for this evaluation is twofold.** On the one hand, the evaluation report will assess the performance of the UKJR and ensures **accountability** towards the Dutch Government and public. On the other, it offers a **learning** aspect for all stakeholders. The findings will be used as input during a possible phase 2, aimed to start on July 1, 2016. Lessons learned and recommendations for programme implementation and design should be part of the evaluation report.

The scope of this evaluation is reflected in the key objectives mentioned above. For the sector-related objectives the evaluation should determine whether and to what extent the objectives of the programme have been achieved, considering any changes in context or needs over the life of the response, while ensuring quality through globally accepted paradigms for quality relief in humanitarian contexts, such as CHS or Sphere. The logical framework of the UKJR programme shows activities and output indicators for the cluster objectives set by UNOCHA in the HRP of 2015. The UKJR log frame is included in Annex 1 and the thematic targets are in Annex 2.

The evaluation should assess the following OECD-DAC evaluation criteria:

- I. **Quality:** The evaluation should assess the quality of the response in terms of meeting humanitarian needs, timeliness and adherence to humanitarian standards (CHS and Sphere);
- II. **Appropriateness:** The situation changed after the approval of the funds and over the course of the response. Therefore, the evaluation should address to what extent the JRE was able to adapt and provide appropriate response to changing local needs and the priorities of the people, taking into account the specific needs of women and vulnerable groups, and to what extent the JR partners involved beneficiaries in project design and implementation;
- III. **Relevance:** to what extent does the JR programme connect to, and contribute to the fulfillment of, the UN HRP 2015 and the environment as described in the HRP?
- IV. **Effectiveness:** The logframe for the JR was based on HRP objectives and set result areas. The evaluation should assess to what extent the planned outputs were reached and to what extent the JR activities contributed to the results and reaching these objectives; what were the major factors influencing the achievement or non-achievement of the objectives of individual agencies and the response as a whole; have there been any unexpected positive or negative side-effects on beneficiaries as a result of the aid that was provided under the UKJR and how was this dealt

with by implementing partners?

- V. **Efficiency:** How efficient was the delivery of aid within UKJR per organization and overall as a consortium? What would be opportunities within UKJR to reach more beneficiaries with the available budget or to reduce costs while reaching at least the same number of beneficiaries?
- VI. **Connectedness:** How did UKJR work on including elements of sustainability in their program? What are opportunities to include more sustainable elements of recovery in the next phases of UKJR (ranging from materials and structures to participative methods and innovative ideas)?
 - i. **Coverage:** coverage involves determining who was supported by humanitarian action, and why? What were the main reasons that the intervention provided or failed to provide major population groups with assistance and protection, proportionate to their need?
- VII. **Coordination:** During the period of the UKJR activities, a wide range of actors was active in responding to the crisis in the region. The evaluation should include to what extent the activities of the UKJR organisations were complementary to the work of other stakeholders, prevented duplication, and contributed to the larger response activities in the countries.

The main objective of the UKJR is the provision of life-saving support. Through the fourth objective, the UKJR aimed to contribute to more effective delivery of humanitarian aid by Dutch government and humanitarian organisations. By implementing their own projects while collaborating under the umbrella of the joint response, the four participating agencies aim to provide added value for several actors in the Netherlands and in Ukraine. The value added ranges from efficiency gains for the Ministry of Foreign Affairs by funding humanitarian response through one humanitarian lead agency; to improved learning and innovation by humanitarian agencies through exchanging resources and methodologies, increased visibility, harmonization and complementarity. We can distinguish added value on the Dutch level, for the Ministry and at Head Quarters level of Dutch DRA member organization, as well as country level added value for joint response partners in country. Added value on both levels need to be assessed in this evaluation.

Scope: The evaluation should:

- I. Assess if added value targets as stated in the logframe and proposal have been met. Annex 1 shows the logframe. Annex 3 lists the targets for added value as described in the proposal for the UKJR.
- II. Assess the added value of cooperation within this UKJR, including any opportunities which have arisen for added value over the life of the programme.
- III. Identify key lessons learned from UKJR cooperation and recommendations for future cooperation within the Ukraine Joint Response;
- IV. Discuss how the UKJR members perceived the added value of the Joint Response for their own organisation.

3. Methodology

The methodology as well as all relevant tools will be developed by the consultant and presented in the inception report. The evaluation should be based on combined quantitative and qualitative research methods. All objectives under which activities are implemented should be assessed. The data collection strategy should include the use of a number of tools to gain a deeper understanding of the outcomes of the project, including:

- Desk review of background documents, such as programme proposal as agreed with Ministry of Foreign Affairs, mid-term data, end report, minutes of meetings, field visit reports, internal reports of the individual organisations if available;
- HH surveys (for the following thematic areas: Food security, Shelter/NFI, Health including protection mainstreaming) with representative and preferably a statistically calculated sample size. The total expected number of beneficiaries is 25.400.
- Choice for geographical areas (preferably at least 3 oblasts, out of 5 oblasts where UKJR is active) and thematic areas (Food security, Shelter/NFI, Health and Nutrition) to be discussed with consultant and depending on safe access.
- Field visit to project sites (urban as well as rural areas; security permitting);
- Focus group discussions, eg. with health workers, HHs, local government authorities, psychological first aid & support groups, community-based child protection committees, children/adolescents.
- Key informant interviews in Ukraine and The Netherlands. In Ukraine with: partner agencies, both at HQ, Kyiv and field implementation sites, implementing partners, beneficiaries including children) and focus group discussions. In The Netherlands with: staff (programme managers) of the UKJR partner organisations, The Dutch Ministry of Foreign Affairs.
- Participative workshops and presentation during learning events in the Netherlands.

4. Deliverables

The consultant is expected to lead, accomplish and submit the following deliverables within the agreed timeframe and budget:

1. An inception report, which will serve as an agreement between parties on how the evaluation will be conducted. Items to address:
 - Understanding of the issues and questions raised in the ToR
 - Data sources; how to assess the questions in the ToR
 - Research methodology, including sampling procedure and suggested sample size
 - Team composition
 - Schedule of activities and traveling (timeline)
 - Proposal for a learning event
 - Detailed budget
 - Appropriate validated draft data collection tools (survey questionnaire, KII/FGD guidelines)
2. A 25-50 page draft and final report (in MS Office and PDF for final), excluding annexes and in English, in the following format at a minimum, to be submitted to Dorcas Netherlands. The use of graphs, tables and a dashboard with results is encouraged. The report should consist of:
 - a) Executive Summary in bullets (max. 2 pages)
 - b) Introduction
 - c) Methodology, including sampling and limitations
 - d) Analysis and findings of the evaluation. The analysis should consist of two parts:
 1. UKJR cluster-related objectives 1-3
 2. UKJR objective 4 on cooperation
 - e) Address concerns, lessons learned and comments from UKJR partners
 - f) Some cases of success stories and quotes from respondents

g) Conclusions for each of the two parts and for all of the evaluation questions

h) Annexes:

- Relevant maps and photographs of the evaluation areas
- Bibliography of consulted secondary sources
- Finalized data collection tools
- List of key informants
- Raw data of the research in MS Excel format
- Powerpoint presentation of findings and recommendations, validation and feedback sessions with key stakeholder and Dorcas.

3. Presentation of findings to UKJR partners (and possibly the Ministry of Foreign Affairs) and a Learning and evaluation meeting in The Hague. The form of this session is to be developed by the Consultant in consultation with Dorcas. A presentation and some workshop sessions would be an option. Logistical support (ie. venue) is available.

5. Indicative timescale

Phase	Deliverables	Preferred timeframe	Payment	Workdays indication
Inception phase	Draft inception report, presented to UKJR partners (in NL) for comment	21 July 2015		1
Instrument Development phase	<i>Deliverable 1</i> : final inception report including budget, quantitative and qualitative research tools, approved by UKJR Lead	3-5 Aug 2016	30 % of total	3
Data collection phase	Desk review and interviews in Ukraine and the Netherlands Field visits Ukraine	Between Aug 6 and Sep 8		3 NL 10 UA
Data analysis phase	Presentation of initial findings in NL	9 Sep 2016		3 NL
Evaluation report phase	Draft Evaluation Report, for comment by Lead and UKJR partners	29 Sep 2016		6
	<i>Deliverable 2</i> : Final Evaluation Report	7 Oct 2016	40 % of total	2
Learning phase	<i>Deliverable 3</i> : Learning session in The Netherlands	13 Oct 2016	30 % of total	2
Total			100%	30 days*

* Number of workdays as if for one consultant at senior rate, however lumpsum to be divided over a team of researchers, preferably 2-3 people.

6. Roles and responsibilities

Lead Consultant	Dorcas- Ukraine	Dorcas – Netherlands (Contract holder)	UKJR partners
1. Develop an inception report, detailing the methodology- stakeholders to be interviewed, tools to be developed, time frame for the evaluation and budget	1. Provide all required background materials to the consultant in a timely manner.	1. Review Evaluation consultant’s qualifications or specialized knowledge or experience required.	1. Providing data/information for desk review
2. Holds the overall management responsibility of the evaluation, including designing and carrying out the evaluation, drafting the final report and debriefing the project team and key stakeholders.	2. Read and provide comments on the proposal plans submitted by the consultant (especially the proposed research methodology, the information gathering techniques used and the suggested target dates);	2. Oversee the service provider by managing the consultancy contract; monitor adherence to specified deadlines; facilitating access to required information.	2. Arrange logistics and planning of the field research, supporting the evaluation team during field work in their areas, act as guides and bring research team to the beneficiaries
3. Liaise with Dorcas staff throughout the process, providing weekly updates and seeking their input and advice where necessary.	3. Provide guidance throughout all phases of execution, approving all deliverables, and facilitating access to any documentation (or any person) deemed relevant to the evaluation process.	3. Review and comment on analysis and draft report submitted by the evaluator i.e. preliminary reports and the final report,	
		4. Providing feedback to draft data collection tools and reports	

7. Qualifications and experience

Required

- Academic degree in International Development Studies, Humanitarian Action or a related field;
- Demonstrated experience in humanitarian response and knowledge of humanitarian standards (CHS, Sphere, Code of Conduct).
- Demonstrated experience of leading evaluations of humanitarian response programmes
- Demonstrated experience with quantitative and qualitative research, data base management and statistical data analysis
- Experience of working in Eastern Europe / Ukraine
- Experience of evaluating consortia/joint responses
- Proven record of communicating with beneficiaries, also with children using child friendly methods
- Demonstrated knowledge of Dutch development and funding streams and access to the Dutch Ministry for an interview.
- Ability to assess and further develop a conceptual evaluation tool
- Relevant subject matter knowledge and experience regarding the thematic areas of this UKJR
- Ability to deal with hardship and remote area field work

Preferred

- Strong understanding of humanitarian and evaluation ethics and a commitment to ethical working practices
- Advanced English writing skills
- Deep understanding of UN Humanitarian Response Plans
- Experience in/ understanding of measuring the added value of partnerships/ cooperation
- Experience of working in insecure environments in Ukraine and managing security risks
- Action-oriented and evidence based approach and strong drive for results;
- Highly developed self-management, and communication skills;

8. Application process

Interested Parties are requested to submit:

- A proposal explaining their comprehension of the proposed consultancy, and how they would approach this assignment with a summary of their methodology especially in terms of how the party plans to meet the objectives.
- Additionally, they should submit one or two (if necessary anonymized) examples of similar evaluations conducted previously.
- The application should include a team composition with Lead Consultant and or two local evaluators. The application should include minimum two CVs of the persons to be involved in the assignment and relevant experience.
- A detailed budget in Euros
- Time availability.

All proposals should be received by 28 June 09.00 (CET) by email to Anton van Wijk, Joint Response Field Coordinator at a.vanwijk@dorcas.nl.

Annex 1 Logframe

See/request attached Excel file “Annex 1 – UKJR Consolidated Logframe”.

Annex 2 Programme sectors per partner and region

		Donetsk GCA/buffer	Donetsk NGCA	Luhansk GCA/buffer	Luhansk NGCA	Dnepropetrovsk	Kharkiv	Zaporozhye (rural)
Food	Save the Children	X						
	Terre des Hommes			X				
Shelter/NFI	Cordaid(/Caritas)	X		X				
	Dorcas	X	X	X	X	X	X	X
	Save the Children	X	X					
	Terre des Hommes			X				
Health	Cordaid(/Caritas)	X		X				

		Food	Shelter/NFI	Health
Donetsk GCA/buffer	Cordaid(/Caritas)		X	X
	Dorcas		X	
	Save the Children	X	X	
Donetsk NGCA	Dorcas		X	
	Save the Children		X	
Luhansk GCA/buffer	Cordaid(/Caritas)		X	X
	Dorcas		X	
	Terre des Hommes	X	X	
Luhansk NGCA Dnepropetrovsk Kharkiv Zaporozhye (rural)	Dorcas		X	
			X	
			X	
			X	

Annex 3 Added Value objectives

The main objective is to provide life-saving humanitarian assistance to the most vulnerable people affected by the humanitarian crisis in Ukraine. Therefore, the main focus and allocated budget is for life-saving interventions. The participating organisations of the UKJR will, alongside their life-saving projects, ensure added value. The UKJR will continue to contribute to more effective delivery of humanitarian aid by the Dutch government and humanitarian organisations. By implementing their own projects while collaborating under the umbrella of the Joint Response, the four participating NGOs aim to provide added value for actors in the Netherlands and in Ukraine. The value added ranges from efficiency gains for the Ministry of Foreign Affairs by funding humanitarian response through one humanitarian lead agency to joint programming, improved learning and harmonization through exchanging resources and methodologies. Therefore, the added value budget provides for a *kick-off meeting and a mid-term meeting* in which this exchange can take place. The mid-term meeting is an avenue to monitor progress and exchange lessons learned. These meetings are held in Ukraine close to the field. Informal feedback sessions will be held with the Dutch focal persons of the UKJR members. Furthermore an evaluation will be organized to measure the impact of the Key Objective (programme impact) and of the added value of the UKJR. The added value is incorporated in the logframe under key objective 4.

Complementarity and harmonization

Each individual project plan falls squarely within the priority sectors and areas of the UN. The DRA partner presence at UN coordination meetings with humanitarian clusters, sub-clusters and working groups ensures consistent representation and messaging in these different groups to allow for effective coordination.

Visibility

The initiative provides the four participating organisations and key actors (i.e. the Dutch government and UNOCHA) with opportunities to raise the humanitarian profile of the Dutch government among the general public, opinion makers and politicians. The UKJR will ensure visibility by:

- Communicating about the UKJR in NGO/UN coordination meetings in Ukraine;
- Communicating about the UKJR using a range of communication tools and channels such as case studies, photos and films to be published on agency websites, newsletters etcetera.