Terms of Reference

Final Project Evaluation: Strengthening the Quality and Effectiveness of Humanitarian Response through Capacity Building and Strengthening the Role of Local Organizations via a Global Network for Southern NGOs (SNGOs)

Organization	NEAR - Network for Empowered Aid Response, www.near.ngo (Hosted by Adeso - African Development Solutions, www.adesoafrica.org)
Project	NEAR Project: Strengthening the Quality and Effectiveness of Humanitarian Response Through Capacity Building and Strengthening the Role of Local Organizations Via a Global Network for Southern NGOs (SNGOs)
Study/Assessment Topic	Final Evaluation
Position Type:	Short-Term Consultancy
Reporting To	NEAR Programs Manager
Working With	The NEAR Secretariat, Leadership
Duration	A Maximum of 44-55 Days
Starting Date	October 1, 2018

About Adeso

Adeso is an expanding and vibrant African based international development and humanitarian organization. At Adeso, we work with African communities who are yet to realize their full potential; working inside these communities to create environments in which Africans can thrive. Our belief that economic, social and environmental security is the bedrock of a healthy community drives the nature and intent of our programming. We work to prevent and overcome situations that adversely affect community well-being by: reinvigorating the economy, developing skills for life and work, providing humanitarian aid, and influencing policy.

About NEAR Network

Adeso together with other local and national NGOs have come together to form a global network which was launched in May 2016 at the World Humanitarian Summit in Istanbul, Turkey. The network, NEAR (Network for Empowered Aid Response), is a movement of local organizations with a bold ambition - to reshape the top-down humanitarian and development system to one that is locally driven and owned, and is built around equitable, dignified and accountable partnerships.

Project Summary

It has been acknowledged for many years that the current humanitarian system is hugely imbalanced. Southern NGOs (SNGOs) play an absolutely critical role as first responders in majority of disasters, since they are based among affected communities year round delivering most of emergency aid; while receiving only a tiny proportion of funding, and being disproportionately underrepresented in decision making. With the aim of redressing this imbalance, Adeso through the NEAR Network ran a project titled "Strengthening the Quality and Effectiveness of Humanitarian Response through Capacity Building and Strengthening the Role of Local Organizations via a Global Network for Southern NGOs", co-funded by OFDA and ECHO, from October 2016 and set to end in October 2018.

Indeed, this project focuses on strengthening organizational capacity and enhancing access to direct funding for 30 local and national organizations. Targeted organizations in 5 countries (DRC, Somalia, South Sudan, Turkey and Nepal) were supported to assess their capacity gaps and needs through a self-driven approach, using locally appropriate tools and methodologies.

In parallel, a research program was undertaken to look into innovative financing mechanisms to meet humanitarian and development needs of local NGOs and civil societies. As a result, two pilot pooled funding mechanism for local and national NGOs will be designed by the end of the project in October 2018. Being situated within Adeso's wider 5-year network development project, this project will build on and link to a broad spectrum of work on developing SNGOs' humanitarian capacity and is expected to significantly contribute to a more inclusive, more effective and more responsive humanitarian system globally.

Further details on anticipated project deliverables can be found in Annex 1: Project Log Frame

Generate logframe ☐ Activities

Title of the action

Strengthening the quality and effectiveness of humanitarian response through capacity building and strengthening the role of local organisations via a global network for Southern NGOs (SNGOs)

Principle objective

To improve the effectiveness of humanitarian response for disaster affected communities through strengthening the capacity of local and national organizations.

Intervention logic	Objectively verifiable indicators and sources of verification

SPECIFIC OBJECTVE

Specific objective

To contribute to quality, effective and timely humanitarian response through strengthening local and national NGO capacity and designing a more accessible funding system.

Indicator 1

Number of participating organisations who demonstrate improved capacity to advocate, prepare and respond to the needs of disaster affected communities by the end of the action.

Target value 1

30 participating organizations

Source and method of data collection 1

Mid-term review report; External evaluations; Conference/event reports; Network database; Baseline consolidated capacity assessment reports; Photos and videos from events; Post workshop surveys.

Indicator 2

By the end of the action systems, processes and funding are in place to establish a pilot pooled funding mechanism

Target value 2

2 pooled funding pilots designed

Source and method of data collection 2

Minutes from meeting with pilot country participants; Reports from the various consultations, attendance sheets from consultation meetings, Somalia pilot strategy, if applicable second pilot country applications.

Indicator 3

Number of supported organizations that have strengthened their internal policies, procedures and systems to improve donor compliance by the end of the action.

Target value 3

30 supported organizations

Source and method of data collection 3

- Policy and procedures documents
- Baseline consolidated capacity assessment reports
- End line consolidated capacity assessment reports
- External Evaluation

Result 1

50 organizations have improved capacity to advocate, prepare and respond to the humanitarian needs of disaster affected communities.

Global costs	544.496,00 €
Beneficiaries - Individuals	
Beneficiaries - Organisations	50
Beneficiaries - Households	
Individuals per household	

Indicator 1 - 1

Number of participating organizations demonstrating progress against at least 3 priority capacity strengthening areas by the end of the action.

Target value 1 - 1

30

Source and method of data collection 1 - 1

- Capacity self-assessment reports, capacity building officer, end of assessment.
- Consolidated baseline of assessments, capacity building officer.
- Capacity strengthening plans, capacity building officer.
- Organization progress reports, participating organizations, quarterly.
- Leadership forums/meetings reports, consultants, end of meeting /forum.
- Post workshop evaluation reports, Consultant.
- Preparedness and response plans, participating organizations.
- Policies and procedures developed by organizations (eg finance, HR and logistics guidelines, emergency protocols, strategic plans etc), participating organizations.
- Mid-term review report, consultant.
- External Evaluation, consultant.
- Financial reporting plans, reports and timelines, capacity building officer, participating organizations.
- Evaluations and reviews of emergency programme (as appropriate)

Indicator 1 - 2

Number of targeted organizations demonstrating increased participation and presence in local, regional and international humanitarian forums by the end of the action.

Source and method of data collection 1 - 2

- Baseline and endline questionnaires to targeted organizations
- External forum invitation and representation documentation
- Post workshop evaluation report
- SNGO Network member representation report
- Communication and advocacy policy
- Endline capacity assessment data
- External evaluation

Target value 1 - 2

35

Result 2

An appropriate and accessible SNGO pooled funding mechanism is designed

Indicator 2 - 1

Number of network members which have been consulted during the design of a new pooled funding mechanism by the end of the action

Source and method of data collection 2 - 1

Online meetings minutes, Leadership Forum attendance, Somalia consultations attendance

Target value 2 - 1

35

Global costs	483.476,00 €
Beneficiaries - Individuals	
Beneficiaries - Organisations	50
Beneficiaries - Households	
Individuals per household	

Preconditions

- Organizations are ready and willing to provide honest feedback during self-assessment
- Organizational culture is ideal for capacity strengthening initiatives
- Strong peer to peer networking exists to enable members share knowledge, skills, resources and tools
- Resources are available to fully implement activities
- Security allows access to the selected countries
- Traditional institutional donors are genuinely committed to enhancing the leadership role and capacity of local actors to effectively respond to humanitarian crisis

Assumptions and Risks (including risk of occurrence of fraudulent activities)

Assumptions:
There will be provision for some of the activities to take place in neighboring countries especially those in close proximity with our target areas. SNGOs from neighboring countries will also be invited to participate in learning events.
Donors are willing to commit and contribute to the pooled fund.
Initial assessments and mobilization will be emphasized to get members' buy-in and ensure continued commitment to the objectives of the project.
Member organizations will regularly participate in network meetings and network activities.
Willingness and commitment of national and local organizations to engage with the network.
UN agencies, donors, international organization and INGOs are open to engaging/including SNGOs at all levels - international, regional and global.
Risks:
Large humanitarian emergency occurs in one or more target countries which affects the SNGOs ability to participate in capacity development.
Lack of funds to support the network activities and donor engagement on Pooled Funding.
Lack of commitment and ability of SNGO organizations to engage in capacity strengthening
Network members do not commit time or ongoing resources to engage with international actors.
Humanitarian clusters and coordination mechanisms create obstacles which prevent SNGOs from participating

The lack of commitment/appreciation of some of the core humanitarian standards such as neutrality/impartiality/accountability in difficult contexts.

Evaluation Purpose and Scope

The purpose of this final evaluation is to take stock of the results achieved by the project over its implementation span and to identify lessons learnt. Specifically the evaluation will:

- Assess the performance and results (including potential impact) of the project against the original proposed deliverables (i.e. log frame).
- Assess the progress of implementation of recommendations that has been made by donor and accepted by the project
- Identify lessons learnt that can contribute to building better capacity building support system for local NGOs and the role of international versus local capacity strengthening support mechanisms.
- Generate findings, recommendations and lessons useful for informing on-going or future sector-wide localisation projects which focus on partnership, capacity building and funding mechanisms.
- Provide recommendations for any future follow-up project of similar nature, including possible areas of interventions, building on achievements and the stakeholder consultations carried out.
- Provide recommendations for ADESO, NEAR or CAFOD's wider capacity strengthening work.

The evaluation will assess all elements of the project's design, implementation and management, including processes, operations and results. It will cover the period from the start of the project to the implementation at the time of evaluation.

The evaluation report will be made available to NEAR Network, affected direct Members, CAFOD, ECHO and we will reserve the right to share with other stakeholders.

Scope of Work

This Final Evaluation will be done through:

- Desktop review of project documents
- Field visits to at least one of the project locations: Turkey, Nepal, Somalia, DRC and/or South Sudan
- Key Informant Interviews with participating organizations, NEAR Secretariat, Adeso and CAFOD staff

Case studies collection to document the different partner experiences.

Indicative Approach Methodology

The methodology will be further defined by the consultant (in the proposal) and revised at the outset of the consultancy in an inception report. The elements in the methodology to include, direct and indirect data collection, analysis and cross referencing, formulating recommendations and lessons learnt. To the extent possible, field data should be collected using participatory appraisal techniques.

Consultancy Period

- 45-55 days (over 2 month's period max).
- Final report due by November 30, 2018.

Evaluation Questions

Overall the process must speak to the following broad evaluation questions:

Question	Considerations	DAC Criteria
Have the right things been done?	Strategic link to NEAR mandate areas of Organizational Development and Financing. Relevance to wider humanitarian sector humanitarian financing solutions and localization) Synergies with other localization-focused actions (globally and nationally in the five countries of implementation). Relevance of activities to assessment data and the needs of participating NEAR partners. Ambition of the project compared to project timeframe	Relevance, Appropriateness Coherence
Have things been done right?	Efficiency and effectiveness of capacity strengthening and pooled funding activities. How project was received by NEAR participating partners. Geographic spread and NEAR partner selection. How CAFOD and Adeso partnership model influenced project implementation. The efficiency of operational project structure. Achievements of the project against agreed outputs and objectives.	Effectiveness Efficiency
Are the results sustainable?	Benefits beyond the lifetime of the project for NEAR partners (participating in project). Benefits beyond the lifetime of the project for NEAR Network or wider SNGO/INGO community. Contribution to localization agenda. Synergies with other localization projects (including ECHO's re IFRC or Christian Aid's which is looking at partnership models) supportive of the localization agenda.	Impact

DELIVERABLES

Phase 1 –Week 1 (5 –days)

- Initial work plan and inception report for study (including study methodology and process of data collection with clear timeline, budget), to be presented.
- Final work plans and data collection tools for approval prior to fieldwork.

Phase 2 –Week 2-8 (40-50 days)

- Interim evaluation report with preliminary analysis and observations, submitted for feedback and comments.
- Presentation on the main findings of the draft evaluation report for final consensus building to the NEAR Secretariat, Leadership and partners for comments;
- Final Evaluation Report in English, no more than 30 pages (excluding images/graphs to be inserted) pages long consisting of:
  - ✓ Cover page (title of the evaluation report, date, and name of consultants)
  - ✓ Contents table
  - ✓ Executive summary of no more than two pages outlining the purpose of the evaluation, main points of analysis, key findings, conclusions and recommendations
  - ✓ Introduction outlining the background to the project and the evaluation
  - ✓ Purpose and objectives of the evaluation
  - ✓ Methodology, indicators used and limitations of the evaluation
  - ✓ Major findings (data analysis, including gender analysis, and response to evaluation objectives and learning questions)
  - ✓ Lessons learned
  - ✓ Recommendations
  - ✓ Annexes : Country reports or case studies, details of data collection tools, schedule of field visits and meetings, list of people interviewed, bibliography of key documents consulted; TOR for the evaluation, detailed data tables

SKILLS AND QUALIFICATIONS

- Demonstrable hands-on experience of conducting complex midterm reviews and evaluations, ideally of networks or consortia.
- Advanced degree (Master's or above) in relevant discipline.
- Experience leading project evaluations/mid-term reviews using DAC criteria is required;
- Fluent written and spoken English. Working French is highly desirable and ability to speak another language such as Arabic, Somali or Nepali would be an advantage, but is not essential.

Relevant experience of evaluating capacity strengthening programs, with at least two evaluations

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Please note: This ToR is intended to convey information essential to understanding the scope of the assignment and the general nature and level of work performed by consultants within this job. The ToR is not intended to be an exhaustive list of qualifications, skills, efforts, duties, responsibilities or working conditions associated with the position.

APPLICATION PROCESS

All applications should be sent to jobs@near.ngo by **17th September, 2018** with **"Final Evaluation"** on the subject line. The selection committee will review all applications as they arrive. All applicants must meet the minimum requirements described above, and those unable to meet these requirements will not be considered.

Each application package should include the following:

- Cover letter with the applicant's current contact information. The letter should be no longer than two pages;
- Proposal for the consultancy assignment with methodology; addressing the selection criteria including how the candidate's previous experience matches the consultancy objectives as well as their interest for the position.
- Company or the bidding firms profile for review.
- CV of the consultant (including detailed work experience, education/degrees, and details of similar assignments)
- Professional References (minimum of three, with complete contact information).

All applicants must meet the minimum requirements described above. Only short listed candidates will be contacted. Adeso is an equal opportunity employer.