

## Terms of Reference

### Consultancy for a mid-term evaluation of the Habitat for Humanity Middle East Program

*Application deadline: **May 29<sup>th</sup> 2019***

Habitat for Humanity Europe, Middle East and Africa (herein after: HFH EMEA) is looking to appoint a qualified consultant / team of consultants to conduct a mid-term evaluation of its Middle East shelter program in Lebanon and Jordan put in place in response to the Syrian refugee crisis. The evaluation will predominantly be a process evaluation that will focus on: a) the fidelity of implementation to the program design, b) whether the program has achieved its expected short term and medium-term outcomes and c) whether there has been value for money.

#### **1. Introduction and background**

Habitat for Humanity International (HFHI) is an international non-profit organization dedicated to eliminating substandard housing and homelessness worldwide and to making adequate, affordable shelter a matter of conscience and action. Since the founding in 1976, Habitat for Humanity has helped more than 22 million people meet their affordable housing needs in more than 70 countries. In fiscal year 2018, Habitat for Humanity helped more than 8.7 million people worldwide improve their living conditions through new home construction, rehabilitation, incremental improvements, repairs or improved market access to affordable housing. An additional 2.2 million people potentially gained access to improved housing conditions as a result of our advocacy efforts, and the training in construction and financial management we provide. HFHI works through a broad network of national Habitat organizations and other strategic partners, such as corporations, financial service providers, individuals, non-governmental organizations, foundations, local governments, as well as private and third sector actors.

Currently, HFHI Europe, Middle East and Africa (EMEA) is working to re-define its programmatic focus applying to housing an integrated systems perspective. Housing as a very complex sector that requires a systems perspective if we aim to reach sustainability and scale of interventions. A systems perspective will allow us to look at the totality of the housing problem, to understand and respond to the main challenges, to address root causes of exclusion and dysfunction in housing. We are exploring how to translate the systems perspective into relevant programs adapted to local context.

Habitat for Humanity has had a presence in Lebanon since 2001 and in Jordan since 2002 working on a range of shelter issues for vulnerable families affected by disability or conflict, including housing repairs, construction and upgrades, new house construction, housing micro-finance and WASH projects. Since the start of the Syrian refugee crisis, implemented projects improved refugees' access to drinking water and sanitation facilities, upgraded urban shelter, rehabilitated school buildings to expand their capacity to enroll more Syrian children. HFHI EMEA Middle East shelter program in response to the Syrian refugee crisis draws upon Habitat's Pathways to Permanence methodology. This methodology emphasizes a long-term vision for all interventions, leading to an eventual permanent solution to the shelter and settlement needs of communities in need. This approach draws upon best practices from both the humanitarian and development worlds. The "sheltering" process does not end until the refugee is in his or her permanent house, built to appropriate standards.

## 2. The evaluand

The Middle East shelter program (hereinafter: ME program) is a 3-year program that is being implemented in response to the Syrian Refugee crisis in Lebanon and Jordan. The program will enter its third year June 2019.

The main goal of the program is **to improve the living conditions and strengthen the self-sufficiency of refugees and vulnerable host communities in Lebanon and Jordan**. To achieve this, the program has taken a two-level approach as shown in the table below:

Approach	Objectives	Outcomes
Individual housing	To upgrade and improve existing individual residential structures	1. Increased stability 2. Restored dignity 3. Reduced tension
Community projects	To upgrade and improve community infrastructure	4. Strengthened self-resilience

### Individual housing

The program intentionally uses the owner-driven approach that allows it to partner with people (refugees and landlords) as decision makers. The program provides conditional grants to vulnerable families to rehabilitate their houses. The grants are accompanied by technical support throughout the rehabilitation, financial knowledge and overall supervision. HFH ME signs MOUs with landlords whose houses are rehabilitated in a bid to secure the tenure of their tenants (refugees or vulnerable host community members) for the period of their particular lease agreements. This is also meant to ensure that there is a rent-freeze for a period of a year. As a result of the activities on individual housing level, over 350 housing units in Lebanon and Jordan have been rehabilitated. Rehabilitation depends on the identified and agreed upon need for each house e.g. it could be walls, windows or the bathroom.

### Community projects

At community level, the ME program utilizes a community driven approach that encourages and relies heavily on community participation. Participating communities decide on community projects through a participatory process. HFH ME provides the grants for the community projects that vary in size from small to medium and large. In addition, HFH ME provides technical support and supervision throughout the rehabilitation process. To date, over 19 community projects of varying sizes have been identified in Lebanon and Jordan. These include; rehabilitation of playgrounds, installation of a Photovoltaic solar system and electrical-water pipe separation in refugee camps.

## 3. Intended users

The primary users of this evaluation are the following:

1. HFH EMEA decision makers will use the findings of this evaluation to decide on the transition of the ME program as the program enters its third year: a) whether or not or how far to adjust the strategy of the ME program (e.g. in terms of aligning the strategic focus and approach towards an integrated systems approach) b) whether or not to expand on which program components and at what scale.

2. ME program implementation team will use the evaluation findings to a) get a sense of whether or not they have achieved the expected outcomes, b) to see whether they have been implementing according to plan (e.g. time lines, intended beneficiaries, relevant and sufficient dosage) and c) see possible areas for improvement going forward and alignment to integrated systems thinking.
3. The funders of the program will get: a) sense of value for money spent, b) an understanding of what the program has achieved so far and c) have the basis to decide on further investment into the program.
4. The wide HFH network and other implementing partners to see what works well and what does not when implementing a program of this nature, in contexts such as Lebanon and Jordan in relation to the phase of humanitarian response.

#### 4. Evaluation purpose

The main objective of the evaluation is the following:

1. To examine whether and to what extent the program has maintained fidelity to the program plan.

Given the stage where we are in the program, the evaluation will also seek to meet the following secondary objectives:

2. To interrogate the ME Program theory in order to uncover how the program is structured, why it was structured that way and look at the program through the integrated systems thinking/approach lens;
3. To evaluate whether the ME program has achieved its expected immediate and medium-term outcomes relevant to the stage of the program;
4. To evaluate the ME program against the OECD-DAC evaluation criteria of economy, efficiency, effectiveness and equity;
5. To document lessons learnt and make context relevant recommendations on how to improve the ME program.

#### 5. Evaluation questions

We expect that these questions will further be refined and agreed upon by the appointed consultant/s together with the relevant internal HFH EMEA stakeholders:

Objectives	Key questions
Objective 1	<p>To what extent did the program implement its activities according to plan?</p> <ul style="list-style-type: none"> <li>• How does what we have done so far measure against the existing quality standards e.g. international, regional and local context specific standards?</li> <li>• Have we been reaching the intended beneficiaries?</li> <li>• Has our dosage been sufficient and necessary?</li> <li>• Have we really applied the owner/community-driven approach?</li> </ul>
Objective 2	<p>How does the ME program work?</p> <ul style="list-style-type: none"> <li>• How is the ME program structured and why has it been structured that way in both Lebanon and Jordan?</li> </ul>

	<ul style="list-style-type: none"> <li>• Does the design of the ME program have any elements of the integrated systems approach?</li> <li>• What are some of the elements of the integrated systems approach that could possibly be adopted or added to the program as it transitions?</li> </ul>
Objective 3	<p>To what extent has the program reached its expected immediate and medium-term outcomes?</p> <ul style="list-style-type: none"> <li>• What are the expected and unexpected changes that have occurred among the target communities as the result of the program – at household and community levels?</li> <li>• What have been the most effective strategies/components or combination of components in the program that have brought about change among beneficiaries at individual household or community level?</li> </ul>
Objective 4	<p>Has the ME program achieved value for money?</p> <ul style="list-style-type: none"> <li>• Could resources have been used differently to have better impact?</li> <li>• Have we used the right resources to support the changes that we are seeking?</li> <li>• Have costs been kept reasonably low while maintaining quality?</li> </ul>
Objective 5	<p>What are some of the key, context relevant recommendations that the program could consider going forward?</p> <ul style="list-style-type: none"> <li>• What recommendations have emerged from ME Program stakeholders (e.g. implementing team, HFH EMEA leadership, community members) that can be taken into consideration</li> </ul>

**6. Evaluation design and scope**

Given the purpose of the evaluation, its questions, objectives and the context of the evaluand, we expect that the evaluation may use a mixed method design. HFH EMEA will value the contributions of the consultant/s on the methodology that will be used for data collection, analysis and synthesis. The exact qualitative and quantitative methods that will be utilized as well as the sampling and selection strategies will be agreed upon by the consultant/s and the HFH EMEA team. Methods of data collection could include:

1. Reviewing the program documentation e.g. the program proposal and accompanying documents such as the logframe, program reports, internal monitoring data
2. Interviews with households from targeted communities and refugee camps
3. Interviews with key HFH ME staff (implementing team members and leadership)
4. Interviews with other community-based stakeholders such as Community Based Organizations

Geographically, this evaluation will cover the ME Program in both Jordan and Lebanon. In relation to the purpose of the evaluation, a utilization-focused approach is proposed as the evaluation approach to be used for this study.

## 7. Evaluation work plan

HFH EMEA team will:

- a) provide the consultant/s all the documentation they require e.g. program documents, program monitoring data, reports and a detailed description of the EMEA integrated systems approach perspective;
- b) be available for consultations with the consultant/s to agree on the evaluation questions, design, scope and methodology;
- c) facilitate communication between the consultant/s and relevant stakeholders and
- d) provide timely feedback on written outputs provided by the consultant/s.

We expect that the consultant/s will develop the methodology, the accompanying tools, collect data, analyze and synthesize the data and produce written outputs described in the table below:

Deliverables	Expected Deadline
Inception report, containing: <ul style="list-style-type: none"><li>• A detailed description of the design, methodology and the evaluation questions and the data sources</li><li>• Preliminary versions of data collection tools</li><li>• A workplan indicating the phases of the evaluation, timelines and key deliverables</li><li>• A preliminary outline of the final report</li></ul>	14 June 2019
First draft evaluation report containing: <ul style="list-style-type: none"><li>• answers to the evaluation questions and specific objectives, as well as a preliminary list of recommendations</li></ul>	12 July 2019
Final evaluation report containing: <ul style="list-style-type: none"><li>• answers to the evaluation questions</li><li>• detailed recommendations</li></ul> A separate power-point presentation that presents the evaluation findings and recommendations	30 July 2019

### Evaluation Budget:

The total budget available for this assignment (including taxes, possible travel costs, and overheads) is \$25,000 (USD).

## 8. Application and selection:

### Selection Criteria

HFH EMEA is seeking proposals from consultants or teams with the following skills and experience:

1. Demonstrated experience in evaluating projects/programs in different phases of emergency response;

2. Demonstrated experience in evaluating programs using various methodologies including participatory approaches;
3. Understanding of the development sector within the context of the refugee crisis;
4. Demonstrated expertise in conducting Value for Money analysis for development projects/programs;
5. Understanding of Systems Thinking applied to development;
6. Cultural competency;
7. Understanding of and commitment to evaluation and research ethics;
8. Demonstrated ability to write high quality, concise and clear reports in English;
9. Fluency in English, Arabic and French is a requirement.

## 9. How to apply

Qualified consultant(s) are invited to send their applications to [MGrigorean@habitat.org](mailto:MGrigorean@habitat.org) until the **29<sup>th</sup> of May 2019**.

The application shall contain:

1. Consultant(s) CV (in case of a team, CVs of each team member);
2. A cover letter highlighting the consultant(s)' previous work in a similar assignment and if possible, containing links to previous evaluations;
3. A budget proposal (including: gross daily rate, estimated number of working days, other costs and total price including VAT).

Shortlisted applicants will be contacted and invited to a Skype interview within five days after the **29<sup>th</sup> of May 2019**.