

Terms of Reference

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

*Application deadline: **May 29th 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 the experience of other shelter actors in the region and Habitat's humanitarian experience. This methodology emphasizes a long-term vision for all interventions, leading to a solution to the shelter and settlement needs of communities that are as permanent as possible in the given context. This approach draws upon best practices from both the humanitarian and development worlds.

2. The evaluation

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 an owner-driven approach that allows it to partner with both refugees and landlords as key decision makers. The program provides conditional grants to vulnerable families to rehabilitate their rented accommodation. 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 at least a year. As a result of the activities on individual housing level, over 350 urban housing units in Lebanon and Jordan have been rehabilitated.

Rehabilitation depends on the identified and agreed upon need for each house e.g. essential upgrades and improvements to walls, windows, kitchens or bathrooms.

This approach is a variation of – and closely aligned to – one of the primary methods of addressing refugee’s housing needs in the urban areas of Lebanon and Jordan hosting Syrian (and Palestinian) refugees.

Community projects

At a community level, the ME program utilizes a community driven approach that encourages and relies heavily on community engagement whereby partner communities decide on community projects through a participatory process. HFH ME provides grants for community projects that vary in size, budget and scale of anticipated impact from small low-cost interventions to larger infrastructure provision and upgrade. 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. HFH has been one of the few actors engaging in such settlement level interventions as a key part of program delivery to complement and support the provision of household level shelter assistance

3. Intended users

The primary users of this evaluation will be 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) consider how the HFH program compares to that of peer agencies (efficiency and effectiveness) and what additional value HFH can further add c) 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), c) compare such data with that of peer agencies to identify possible areas of improvement, 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 impact the program has achieved so far and c) have the basis to decide on further investment into the program.
4. The wider HFH network and other implementing partners to see what works well and what does not when implementing a program of this nature, in long term displacement contexts such as Lebanon and Jordan in relation to both working in a refugee setting and a protracted the phase of humanitarian response in middle income countries.

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 and is delivering assistance in a way that compares favorably with peer agencies delivering similar types of projects in Lebanon and Jordan¹ with a particular focus on program efficiency and effectiveness.
2. To evaluate whether program quality adheres to HFH'S standards as set out in the **Guidance for the Rehabilitation of Sub-Standard Buildings** document – which itself was adapted from sector guidance developed by the Lebanon Interagency Shelter Sector Coordination Group in May 2016.



HFH ME Housing
Rehab Guidelines.doc

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

¹ Peer agencies include but are not limited to Norwegian Refugee Council, Save the Children, Medair

3. To interrogate how the program is structured (staffing, decision-making authority and support from EMEA and HQ), why it was structured that way.
4. Look at the program through the integrated systems thinking/approach lens.
5. To evaluate whether the ME program has achieved its expected immediate and medium-term outcomes relevant to the stage of the program;
6. To evaluate the ME program against the OECD-DAC evaluation criteria of efficiency, effectiveness, appropriateness, coverage, and relevance, and the sub-principles of coordination and protection;
7. 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 is the program implementing its activities according to plan?</p> <ul style="list-style-type: none"> • Have we been reaching the intended beneficiaries – both refugees and host community subgroups in terms of gender, ethnicity, location and socio-economic backgrounds? • Has our dosage been sufficient and appropriate? • Have we really applied the owner/community-driven approach?
Objective 2	<ul style="list-style-type: none"> • How does what we have done so far measure against humanitarian standards such as the Humanitarian Charter and Minimum Standards in Humanitarian Response and HFH'S standards as set out in the Guidance for the Rehabilitation of Sub-Standard Buildings document? • How do program activities compare to those comparable projects delivered by peer agencies as per the key questions from objective 1.
Objective 3	<p>How does the ME program work?</p> <ul style="list-style-type: none"> • How is the ME program structured and why has it been structured that way in both Lebanon and Jordan? • Have HFH EMEA and HFH HQ played a supportive role in the program? • How has the structure of staffing, support and decision-making authority in both countries, the ME regional program, the EMEA regional office and Atlanta HQ contributed to perceived project success or failure? • Does the design of the ME program have any elements of the integrated systems approach? • What are some of the elements of the integrated systems approach that could possibly be adopted or added to the program as it transitions?
Objective 4	<ul style="list-style-type: none"> • To what extent has the program reached its expected immediate and medium-term outcomes?

	<ul style="list-style-type: none"> • 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? • 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?
Objective 5	<p>Has the ME program achieved value for money?</p> <ul style="list-style-type: none"> • Could resources have been used differently to have better impact? • Have we used the right resources to support the changes that we are seeking? • Have costs been kept reasonably low while maintaining quality? <p>What are the levels of security and protection in the program areas and what sort of measures have been taken to improve security and protection?</p> <p>To what extent is the ME program being implemented in coordination with other agencies, and peers in the program areas?</p>
Objective 6	<p>What are some of the key, context relevant recommendations that the program could consider going forward?</p> <ul style="list-style-type: none"> • What recommendations have emerged from ME Program stakeholders (e.g. implementing team, HFH EMEA leadership, community members) that can be taken into consideration

6. Evaluation design and scope

Given the purpose of the evaluation, its questions, objectives and the context of the evaluation, 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. Comparison of the above documentation and information with those from peer agencies detailed comparable programs
3. Interviews with households from targeted communities and refugee camps
4. Interviews with key HFH ME staff (implementing team members and leadership)
5. Interviews with other community-based stakeholders such as Community Based Organizations
6. Interviews with peer agency staff.

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">• A detailed description of the design, methodology and the evaluation questions and the data sources• Preliminary versions of data collection tools• A workplan indicating the phases of the evaluation, timelines and key deliverables• A preliminary outline of the final report	14 June 2019
First draft evaluation report containing: <ul style="list-style-type: none">• answers to the evaluation questions and specific objectives, as well as a preliminary list of recommendations	12 July 2019
Final evaluation report containing: <ul style="list-style-type: none">• answers to the evaluation questions• detailed recommendations 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. Direct experience in managing or providing oversight to comparable programs in a peer humanitarian agency
3. Demonstrated experience in evaluating programs using various methodologies including participatory approaches;
4. Understanding of the development sector within the context of the refugee crisis;
5. Demonstrated expertise in conducting Value for Money analysis for development projects/programs;
6. Understanding of Systems Thinking applied to development;
7. Cultural competency;
8. Understanding of and commitment to evaluation and research ethics;
9. Demonstrated ability to write high quality, concise and clear reports in English;
10. 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 until 29 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 29 May 2019.