

Department of Service to Palestinian Refugees (DSPR)

Evaluation Consultancy Call for Tenders

Terms of Reference (ToR)

Deadline for offers:	30 April 2016
Anticipated scope:	up to 90 working days
Anticipated completion:	31 October 2016

1. Purpose of the evaluation

The evaluation will assess the organisational strengths and weaknesses of DSPR and the extent to which its managerial and administrative competencies contribute to the effectiveness and sustainability of its programs. The evaluation will provide DSPR with a vital learning resource for the mid to long term future, ultimately enabling it to improve outcomes for the rights holders it works with.

Specific objectives

- a) Assess organisational structure and culture to review decision making processes at the central and local levels regarding personnel management, financial management and project cycle management (including PME + learning), and their subsequent influence on program quality
- b) Assess DSPR's strategic planning and coherence, particularly as they relate to sustainable financing and program relevance
- c) Evaluate the strengths and weaknesses of DSPR's external relations, quality of partnerships, and opportunities for improving resource mobilisation

2. Introduction

DSPR background

DSPR emerged as an ad-hoc group in 1948 from locally formed committees responding to the first wave of Palestinian refugees. In 1951, the creation of NECCRW (Near East Council of Churches for Refugee Work) provided a formal organizational 'umbrella' which included a central office and regional area committees. DSPR was registered in Cyprus in 1970 and became a founding member of the Middle East Council of Churches (MECC) in 1974.

DSPR's original *raison d'être* persists. As the Palestinian-Israeli conflict remains unresolved, the crisis of the Palestinian refugees and their basic rights remains a key issue to which DSPR responds. Furthermore, at a time of great regional upheaval and chronic emergencies, millions of additional refugees are now also present in the localities where DSPR is present.

The vision of DSPR is a pluralist Palestinian and Middle East society, which guarantees equal opportunities for all citizens based on the ideals of justice and equality of rights, opportunities and freedoms. DSPR's mission is to promote the socio-economic development and rights of

Palestinian refugees and other marginalized communities in the Middle East. Its vision incorporates the Christian concept of *diakonia* to sustain the efforts of Palestinians to lead dignified lives and to strengthen their communities.

DSPR's services are rendered on the basis of need; refugee youth, women and children are the priority focus, but other marginalized groups are also included in its programs. The programs have evolved from humanitarian relief (though still implemented for new emergencies) to the delivery of key services and development projects. The identity and traditions of DSPR make it a distinctive ecumenical joint endeavour in the region and set it apart from other voluntary agencies working with the Palestinians.

DSPR structure

DSPR has developed separately in its five geographic areas of operation. Each area has its own Area Committee (AC) whose members are nominated by the respective heads of the four families of churches (Eastern Orthodox, Oriental Orthodox, Evangelical and Catholic) that constitute the Middle East Council of Churches. These Area Committees are:

- International Christian Committee (ICC – West Bank)
- International Christian Committee in Israel (ICCI – Galilee)
- Joint Christian Committee for Social Service in Lebanon (JCC – Lebanon)
- Near East Council of Churches Committee for Refugee Work (NECCRW – Gaza)
- Near East Council of Churches Committee for Refugee Work (NECCRW – Jordan)

Centrally, DSPR is governed by the Central Committee (CC) which is composed of five voting delegates, one from each of the five ACs, and four voting Members-at-Large nominated by the respective heads of the four families of churches. The CC meets twice a year and approves the annual budgets submitted by the ACs and serves as the highest policy making and reviewing body of DSPR. The Central Office (CO) which is located in Jerusalem is entrusted with the task of implementing the decisions and recommendations of the CC, monitoring the progress of work in each AC, overseeing finances and fundraising, and organising the annual meeting and partner round table. The CO is the major liaison body with the round table, which comprises partners and friends of DSPR and meets every 18 months.

At the programmatic level, DSPR is engaged in these main areas of activity:

- Enhancing the wellbeing of Palestinian mothers and children through primary health clinics and health education (Jordan and Gaza)
- Empowering marginalized Palestinian youth and women to improve their economic resilience through vocational training, education, and microloans (Lebanon, Gaza, Jordan, Galilee and West Bank)
- Environmental resource management (West Bank)
- Social and economic justice for youth, children and mothers (Galilee, Jordan and Lebanon)
- Humanitarian assistance and relief (Gaza, West Bank, Jordan and Lebanon)

3. Task description

Scope

The evaluation will need to consider DSPR's operations in five distinct geographical areas (AC's), as well as its overarching functioning (CC and CO). DSPR's international network of funders and partners will need to be consulted, as will stakeholders in local communities. While the evaluation is focussed on organisational management and administration, it will necessarily assess the impact, positive or negative, of these competencies on program quality and impact. The evaluation will require a multi-skilled team of consultants and international travel, and is expected to take up to 90 working days to deliver.

Evaluation questions

In order to deliver on the required objectives, these questions are proposed for the evaluation to consider. The evaluation will identify how management can improve outcomes under each theme.

Relevance – Is DSPR doing the right thing?

- Are projects selected and designed in a way which ensures they are relevant to the local community and its context?
- Who benefits from DSPR's projects? Are they who might be expected? Who is not included? How does gender, age, disability, religion, location, and socio-economic background affect who benefits from DSPR's projects?
- To what extent are project objectives continually assessed? Are they as valid now as they were when the project was designed?

Effectiveness – Does DSPR deliver on its objectives?

- How are outcomes monitored and evaluated?
- How good is DSPR at adapting to challenges, and responding to both expected and unexpected project results?
- How good is DSPR at learning from past experiences and incorporating this learning into planning?
- To what extent are the different governance and implementation bodies of DSPR effective at carrying out their defined tasks?

Efficiency – Is DSPR time and cost efficient?

- To what extent is resource expenditure commensurate with results and impact?
- Are there areas of duplication or wastage in projects and administration?
- Are projects and their administration implemented in the most efficient way compared to alternatives?
- Are projects adequately supported by management and administration functions?
- To what extent do the different ACs and CO share a unified purpose and follow a coherent strategy?

Impact – What difference does DSPR make?

- How do DSPR's activities influence the lives of the people involved in its projects?
- How well is impact assessed and communicated?
- Are there any factors which might be limiting DSPR's impact?

Sustainability – Does the impact last?

- Are different ideas and behaviours adopted and reproduced by project participants? Do awareness raising and empowerment projects, for example, lead to long lasting

- changes?
- What are the opportunities and risks to DSPR's organisational sustainability? To what extent does its human resources benefit from gender and age diversity?
 - What are the sustainability implications presented by humanitarian program funding for DSPR's longer term development programs?
 - What effects, positive and negative, do external partnerships have on its sustainability?

4. Evaluation design and methodology

Interested evaluators are invited to submit their proposals for the evaluation's design and methodology in their offers. It is a precondition that the evaluation principles and standards of the OECD Development Assistance Committee (DAC) for a participatory, credible, gender-competent and fair evaluation are considered. Both quantitative and qualitative methods will be required to satisfy the objectives.

Following selection of the evaluators, further planning work will be carried out between the evaluators, DSPR, and the evaluation Core Group to agree on deliverables and deadlines. The Core Group is a six person team comprised of three representatives from international partners and three representatives from within DSPR. The Core Group will be the lead body liaising with the evaluators during the evaluation.

Stage One of the evaluation will involve the evaluators preparing and submitting an Inception Report (no more than 8 pages) to the Core Group outlining detailed plans for Stage Two based on their initial desk based research and correspondence with the Core Group. Upon acceptance of the Inception Report, part payment will be made and permission given to proceed to Stage Two of the evaluation. A Draft Report will be submitted one month before the final deadline, followed by an oral presentation and Q&A session with the Core Group in the following week. The Final Report (no more than 80 pages) will include findings, conclusions, and prioritised, time-bound recommendations, as well as general lessons learned. An executive summary will be included in the final report.

5. Profile of the evaluation team

The evaluation team should ideally be composed of both local and international consultants to ensure a range of perspectives. One individual should be designated the lead consultant. Preference will be given to consultancy offers which can demonstrate the following within their team:

- Experience of conducting similar evaluations
- Experience of the international development sector and practices
- Experience and understanding of the Middle East
- Significant methodological competence
- Sound understanding of organisational development
- Gender diversity and competence
- Spoken and written fluency in English and Arabic

6. Timetable

Deliverables	Deadline
Deadline for submission of consultancy offers	30 April 2016
Evaluators appointed	16 May 2016
Evaluation Stage One begins	from 1 June 2016
Delivery of Inception Report to Core Group	Within 10 days
Acceptance of Inception Report; Evaluation Stage Two begins	Within one week
Delivery of Draft Report to Core Group	30 September 2016
Oral presentation of Draft Report and Q&A with Core Group	7 October 2016
Feedback regarding Draft Report by Core Group	14 October 2016
Delivery of Final Report	31 October 2016

7. Offers

Offers must be emailed to dspr@netvision.net.il by 30 April 2016 and will include:

- The C.V. of each evaluator in the team including contact details of at least two referees from previous clients
- A narrative proposal detailing the methodology and breakdown of time spent on different evaluation activities, including field visits, and any supporting requirements identified from DSPR and/or the Core Group
- A financial proposal (in USD and inclusive of VAT) detailing daily rates and all supporting costs including travel and insurance