

DRC

Terms of Reference (TOR)

for

Project Impact Evaluation

**Critical Humanitarian Support for Displacement-affected Communities in
Anbar, Diyala, Ninewa, and Salah al-Din Governorates, Iraq**

November 1st, 2022 – October 31st, 2023

1. Who is the Danish Refugee Council?

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO and one of the few with a specific expertise in forced displacement. Active in 40 countries with 9,000 employees and supported by 7,500 volunteers, DRC protects, advocates, and builds sustainable futures for refugees and other displacement affected people and communities. DRC works during displacement at all stages: In the acute crisis, in displacement, when settling and integrating in a new place, or upon return. DRC provides protection and life-saving humanitarian assistance; supports displaced persons in becoming self-reliant and included into hosting societies; and works with civil society and responsible authorities to promote protection of rights and peaceful coexistence.

In 2003, following the advent of military operations in Iraq DRC was one of the first international organizations to provide humanitarian assistance in Iraq, opening an office in Diyala and soon after in Basra. Since then, DRC has been implementing programmes to improve the protection and promotion of durable solutions for displacement-affected populations in Iraq.

Iraq Context

Five years since the territorial defeat of the so-called Islamic State (IS) in Iraq, the population continues to be exposed to severe protection risks, compounded by continued political uncertainty, insecurity, economic decline, and sporadic sudden closures of Internally Displaced Person (IDP) camps. As of end of 2022, the humanitarian response architecture in Iraq has been deactivated with the main rationale that (i) humanitarian needs had decreased significantly since the height of the conflict, and the limited appetite for international funding to respond to residual needs; (ii) the government's significant oil revenue enabling to respond to the needs in communities; and, (iii) the development and durable solutions responses in place and could be scaled up to fill any gaps. Although the humanitarian situation has gradually improved, residual humanitarian needs and significant protection risks continue to remain and to date have received limited coverage in durable solutions and development responses, which have not scaled up at pace with the winding down of the humanitarian response (Iraq Humanitarian Transition Overview¹, Feb. 2023). As a result of

protracted displacement, continued gaps in conflict-affected areas, and low government capacity to undertake service delivery, 2.5 million individuals in Iraq continued to require humanitarian assistance in 2022. According to the IOM Displacement Tracking Matrix (DTM) 3,1,168,619 Iraqis remain in displacement as of December 2022, while 4,989,852 are classified as returnees. Of which 994,000 remain in protracted displacement in informal IDP sites in 2022. This is due to a complex set of unaddressed protection risks and barriers, including deprivation of civil or housing, land, and property (HLP) documentation, issues related to perceived affiliation with armed groups including IS, such as lack of security clearance, fear of tribal retaliations, persecution or exploitation by armed groups, and rejection from communities, in addition to the threat of forced recruitment to armed groups including of children, and widespread unexploded ordnance (UXO) contamination. These protection risks are exacerbated by sub-standard living conditions, including destroyed shelters, and lack of basic services and livelihoods opportunities, resulting in psychosocial distress and increased reliance on negative coping mechanisms.

2. Purpose of the consultancy

The Danish Refugee Council based in Iraq seeks proposals from a consultant to conduct an evaluation to review DRC's BHA supported emergency response project focusing on the implementation strategy used, key achievements, challenges and lessons learnt. This evaluation is expected to contribute to increased response of conflict-affected persons by generating evidence and knowledge of what works and what does not work in the Iraq context. This will inform decision making for immediate emergency response and support for conflict-prone communities of mixed populations by DRC Iraq. The evaluation will focus on the following evaluation criteria: relevance, efficiency, effectiveness, connectedness and impact.

3. Background

Over twelve months, November 1st, 2022 – October 31st, 2023, this project aimed at targeting the most vulnerable households with critical shelter support and basic household items in cluster-prioritized districts with a high presence of IDPs and displacement-affected households in informal sites and settlements, as part of an integrated response, with the purpose of improving access to essential services, critical support, and adequate and dignified shelter for displacement-affected women, men, boys, and girls, with a specific focus on informal settlements.

Within the scope of this purpose, DRC was delivering in four key sectors: Protection (Psychosocial support; Protection Coordination, Information, and Advocacy; and Gender-Based Violence); Shelter and Settlements (Shelter; Shelter NFIs; and Settlements); WASH (Environmental Health; Sanitation; Water Supply; Hygiene Promotion); and Humanitarian Coordination, Information Management and Assessments (Coordination and Information Management).

The proposed approach assumes that if DRC facilitates and coordinates the provision of dignified living conditions and essential service delivery in cluster-prioritized districts with a high presence of vulnerable IDPs and displacement-affected households in informal sites through an integrated response; and if the humanitarian community has strengthened coordination, advocacy, and information sharing, then vulnerable IDPs and displacement-affected households in informal sites will achieve a secure a safe and dignified physical living environment with essential services meeting minimum standards and with access to critical information about their rights, risks, and options. The intervention revolves around the following purpose and sub-purposes:

ACTIVITY PURPOSE: Displacement-affected women, men, girls, and boys have improved access to essential services, critical support, adequate and dignified shelter, with a specific focus on informal settlements.

Sub-purpose One: Comprehensive protection services support at-risk individuals to prevent and respond to protection threats and violations.

- **Sub-Sector - Psychosocial Support**

DRC Community-level PSS activities aim to address the first two tiers of the Inter-Agency Standing Committee (IASC) Guidelines on Mental Health and Psychosocial Support (MHPSS) in Emergencies Pyramid. This includes basic services and security, and community and family support. Therefore, according to the above-mentioned pyramid, group activities will be implemented in the form of non-specialized PSS activities that can include recreational, artistic, sport, and skill-building group activities which provide the opportunity for communities to relieve stress while engaging with other community members and building their social networks in a safe space. The objective is to reactivate social support networks (as a protective factor) and reinforce positive coping strategies within the target communities, through a safe and inclusive environment.

- **Sub-Sector - Protection Coordination, Advocacy, and Information**

The DRC's protection coordination, advocacy, and information (PCAI) activities focus on increasing access to legal rights, including housing, land, and property (HLP) rights, while empowering affected communities to assert their rights and access services. A localized protection analysis forms the foundation for all protection sector efforts in addressing the concerns of conflict-affected groups. Community feedback shapes the selection of target locations and determines the response, including awareness campaigns.

- **Sub-Sector - Prevention of and Response to GBV**

The proposed GBV intervention combines prevention and response activities. GBV Case management activities will be complemented awareness raising and dialogue with community leaders. The aim is to provide direct support to women, engage both men and women, and establish community driven GBV prevention mechanisms.

Sub-purpose two: Improve access to adequate shelter among conflict-affected populations and support effective coordination and service delivery in informal settlements hosting IDPs.

- **Sub-Sector - Shelter Non-Food Items**

Shelter NFIs are distributed to IDPs in informal sites via customizable kits based on household factors. DRC targets critical shelters, ensuring consultation with local authorities and communities. Monitoring measures beneficiary satisfaction and community involvement in prioritizing and tailoring the kits.

- **Sub-Sector – Critical Shelter Upgrades:**

The Danish Refugee Council (DRC) provided critical shelter upgrades to households in informal settlements in Iraq, focusing on basic repairs and replacement of damaged or missing components while considering gender-sensitive aspects. Selection of beneficiaries was based on vulnerability and conducted through the Integrated Socio-Economic Vulnerability Assessment (ISEA), with additional considerations for female-headed households and people with disabilities. DRC ensured tenure security through agreements with property owners, local authorities, and beneficiaries. Achievements included reaching 10% of the target through the protection team, meeting relevant guidelines, and achieving high satisfaction rates.

- **Sub-Sector - Settlements**

DRC supports the Iraqi government's goal to end the displacement crisis and achieve durable solutions while providing ongoing humanitarian assistance aligned with humanitarian principles. In the Settlements sub-sector, DRC will maintain CCCM operations in the Bzeibz and Habbiniyah Tourist City (HTC) informal settlements in Fallujah, Anbar. Activities include population overview, service mapping, and referrals; site risk reduction; community engagement; and cross-sectoral accountability through information centers and complaint mechanisms. DRC aims to address needs, promote community participation, and ensure the safety and well-being of residents in the settlements.

Sub-purpose Three: Improve sustainable and appropriate access to safe water and sanitation for population in informal settlements.

- Sub-Sector - **Environmental Health**

DRC focuses on solid waste management and drainage interventions to improve environmental health conditions in informal sites in Iraq. The project targets households in critical shelters, raising awareness, providing garbage bins and waste collection sites, and coordinating with local authorities for waste disposal. Drainage rehabilitation is prioritized to address standing water issues.

- Sub-Sector – **Sanitation**

DRC focuses on limited latrine rehabilitation and construction activities in informal settlements, prioritizing vulnerable households for repairs and upgrades. Safety, privacy, and accessibility considerations are addressed, including engagement with people with disabilities and women. The program aims to improve sanitation facilities, reduce health risks, and provide functional latrines.

- Sub-Sector - **Hygiene Promotion**

The hygiene promotion activity targets IDPs in informal settlements to address knowledge and behavior gaps related to personal hygiene. It focuses on safe water handling, handwashing, toilet use, and Menstrual Hygiene Management (MHM), integrating COVID-19 prevention messaging and providing hygiene items as incentives. The activity is delivered alongside complementary initiatives and incorporates gender-sensitive programming. The goals include increasing knowledge of critical handwashing times and availability of handwashing facilities in households, particularly in informal settlements.

- Sub-Sector - **Water Supply**

The rehabilitation of water infrastructure in informal sites focuses on regions with insufficient access to water for vulnerable individuals. Assessments are conducted to prioritize areas with low service provision, and water testing is done throughout the implementation process. Close coordination with the Directorate of Water (DoW) is crucial for site selection and aligning priorities. The exit strategy involves advocating for extending water supply services through MoUs and securing funds for maintenance. Water trucking is considered a last resort during hot seasons. The program aims to provide improved water services and ensure water quality, but the provision of consumables like chlorine powder is a challenge outside DRC's responsibility.

Sub-purpose Four: Improve the efficiency and effectiveness of humanitarian assistance to affected populations in Iraq through improved coordination, information management and strengthened advocacy.

- Sub-Sector – **Coordination**

NCCI facilitates coordination meetings as part of its mandate, including monthly Country Directors and Advocacy Working Group meetings. A Localization Task Force has been established to drive progress in localization efforts. NCCI also leads collective advocacy through monthly Advocacy Working Group meetings, with a focus on using Arabic as a working language to support non-English speaking national NGO representatives. NCCI engages with GoI and KRG at directorate level on key issues affecting NGO operations through quarterly collective engagement spaces. These meetings provide a platform for NGOs to voice their needs and concerns and foster dialogue with authorities. Meeting minutes are co-written with the authorities and shared with NCCI partners.

- Sub-Sector - **Information management**

NCCI will provide information sharing with NGOs and external stakeholders through select channels and products, as with previous years, and in line with NCCI's core work and mandate. These include the jobs and tenders' website, NGO service mapping, NNGO profiles, and contact lists, as well as communications products to complement the information sharing done through coordination

meetings. By the start of this grant NCCI will have an updated website where these features will be displayed for NGOs to interact with an update as needed. This means that less time and effort will be required for NCCI to manually update NNGO profiles, contact lists etc. NCCI will instead focus on follow up and supporting NGO partners to ensure profiles, maps etc. are updated regularly so that it becomes a habit of the partners.

4. Objective of the consultancy

1. Specific Objectives

- Evaluate the relevance of the project activities in terms of consistency with beneficiaries' needs, country needs and organizational priorities as well as donor policies.
- Assess the efficiency of the project focusing on the conversion of inputs to outputs.
- Assess the effectiveness of the project focusing on the extent to which the project objectives were achieved taking into account their relative importance.
- Evaluate the impact of the project.
- Document key lessons learnt in project implementation in terms of what works and what does not work.

5. Scope of work and Methodology

The main tasks of this consultancy include but are not limited to the following activities:

- Carry out a desk review of relevant project documents and the different sources of secondary data to leverage already existing secondary data.
- Develop an inception report detailing evaluation design and methodology, tools, workplan schedule and budget to carry out the whole assessment.
- Develop an appropriate sampling design and data collection strategy that endeavors to capture adequate data to answer all evaluation questions raised in the evaluation criteria.
- Conduct data collection, analysis and reporting using appropriate tools and approaches.
- Prepare a draft evaluation report and share with DRC for comments and feedback.
- Conduct a debriefing session with DRC Iraq to present key findings of the evaluation in one of the planned Senior Management meetings.
- Submit a final evaluation report to DRC Iraq, including all raw data, original field notes for all in- depth interviews conducted. DRC Iraq has sole ownership of all the final data and any findings shall not be reproduced or shared without the express written permission of DRC.

The Consultant will be required to prepare a detailed methodology and work plan indicating how the objectives of the project will be achieved. The consultant or consulting firm will design an appropriate evaluation methodology based on a firm understanding of the expectations of the terms of reference as well as consultations with DRC Iraq Protection, Shelter & Infrastructure, Advocacy and Monitoring & Evaluation Departments. The evaluation methodology should use a mixed-method approach to data collection to provide both the qualitative and quantitative picture as well as provide the much-needed triangulation. The methodology should include desk studies and field visits if possible. The field visits should include interviews with target groups (beneficiaries, PoC, local leaders and authorities, local and International NGOs and donor representatives). The methodology should also make use of protection minimum standards and humanitarian principles as key reference standards for the evaluation process.

EVALUATION KEY QUESTIONS

Key evaluation questions, using a case study approach on selected activities and areas, should be answered within the defined evaluation criteria as follows:

2. Relevance

- Are activities and outputs of the project consistent with the overall goal and attainment of objectives?
 - What mechanisms did DRC use to monitor contextual changes, and how did the project adapt to such changes in context and needs?
 - How relevant and appropriate were project activities to the needs of different targeted groups, e.g., women, men, girls, boys, persons with disabilities, and displacement status (IDPs, Syrian Refugees, returnees, and host communities) in targeted communities?
- 3. Connectedness/Sustainability**
- How was the exit strategy planned? If there was no exit strategy, how did termination occur/ was planned?
 - To what extent are the benefits of the project likely to continue after donor funding ceases?
- 4. Efficiency**
- To what extent did the project utilize its resources and time efficiently?
 - What cost-effective alternatives could have been used?
- 5. Effectiveness**
- Has the project defined clear criteria for identification and selection of beneficiaries in accordance with its objectives and DRC policy? If these exist, have they been applied consistently and are they aligned to the protection and humanitarian pre-set criteria?
 - What were the major issues influencing the achievement or non-achievement of the intended objectives?
- 6. Impact**
- Has the project produced any intended or unintended, positive, or negative impact¹ to the beneficiaries, DRC's People of Concern (PoC) and other affected population?
 - What has been the most significant change for project beneficiaries as a direct result of engagement in project activities?
 - Determine the scale, longevity, and durability of the impact on living condition of the beneficiaries assisted under this project.
- 7. Lessons Learnt and Recommendations**
- What lessons can we draw from this project and what recommendations can be made for future, similar work?
 - What activities can be replicated in another context?

6. Deliverables

The Consultant will submit the following deliverables as mentioned below:

The ultimate deliverable of this consultancy will be an evaluation report presenting key findings as per the defined evaluation criteria. For the purposes of managing the evaluation process, the following interim deliverables are expected from the consultant:

- Inception report detailing evaluation design, methodology, tools, work plan and budget.
- Draft evaluation report presenting the findings for comments.
- Presentation of evaluation findings in one of DRC senior management meetings (modalities can be online or in person).
- Work progress report updating on the overall progress of work in terms of data collection, visits, analysis and reporting.
- Final evaluation report incorporating comments from DRC. The evaluation report must adhere to [USAID branding guidelines](#) and should include the following sections as minimum

¹ Refer to Do no Harm Principles

requirements:

- Abstract (not more than 250 words briefly describing what was evaluated, evaluation questions, methods, and key findings or conclusions)
 - Executive summary and recommendations (2–5 pages in length that summarizes key points (purpose and background, evaluation questions, methods, findings, and conclusions))
 - Purpose of, audience for, and anticipated use(s) of the evaluation
 - Overview of the context (1-2 pages)
 - Organization and programme background (country and/or sector context; specific problem or opportunity the intervention addresses; and how the intervention addresses the problem).
 - Evaluation methodology and description of the limitations of the methodology
 - Evidence based conclusions on each of the sub-components, as outlined above.
 - Lessons Learnt
 - Recommendations
 - Annexes –including TOR, framework/ work plan. Tools used, bibliography, signed disclosure of conflicts of interest.
- A copy of presentation slides – power point on key evaluation results and recommendations
 - Copies of datasets used in the evaluation process.

Phase	Expected deliverables	Indicative description tasks	Maximum expected timeframe
Phase 1 Inception	Inception report	Inception report detailing evaluation design, methodology, tools, work plan and budget.	7 calendar days
Phase 2 Data collection	Work progress report	Working meetings, discussions, field visit Collect data, and analysis	14 calendar days
Phase 3 Analysis	Word Draft of report, PowerPoint Presentation	Prepare first draft evaluation report. Presenting the findings for comments.	14 calendar days
Phase 4 Reporting	Final report	Feedback from DRC to be incorporated and the final report to be submitted	10 calendar days

The Consultant will provide the documentation by email, as Word, Excel, PowerPoint, and/or PDF format files as suitable.

7. Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than 45 calendar days. The evaluation is expected to commence on September 3, 2023. That includes desk review, preparation, field data collection and report writing.

The consultant shall be prepared to complete the assignment no later than *October 18, 2023*.

The reports will be reviewed for quality and final payments will be made upon submission of a satisfactory evaluation report that meets evaluation quality standards.

8. Proposed Composition of Team

Below are the minimal expected roles that any applied consultancy consists of

- Project Manager (Lead consultant)
- Data Analyst and report writer
- A team of Data collectors (Enumerators)

9. Eligibility, qualification, and experience required.

Essential:

The evaluation consultant or firm should have the following expertise and skills:

- Extensive expertise in evaluations of complex programmes in humanitarian context and minimum three or more than three years of experience in conducting complex evaluation studies that include protection, Shelter and/or WASH programming.
- A team of enumerators or research assistants available locally in the country to conduct data collection.

Desirable:

- Familiarity with the humanitarian response to the conflict and with Iraq context
- Familiarity with DRC programs and operations.
- A solid understanding of country's cultural/economic context

Eligibility:

- The consultant has the authorization to work in Iraq.

Qualification:

- At least university bachelor's degree for the lead consultant in social sciences, psychology, engineering, or other relevant fields.
- At least a first degree for the other team member(s).

Experience:

- A minimum of 5 years of research and evaluation work in similar works in the humanitarian.

Skills and knowledge:

- A team composed of technical experts with experience in protection, shelter and/or WASH programming and research.
- Proven experience in the use of quantitative and participatory qualitative methods for data collection and analysis including remote data collection and remote management of evaluation.
- Knowledge of Information Communication technologies (ICT) tools for mobile data collection.
- Excellent writing and communication skills in English.
- Understanding of data collection ethics including Global Data Protection Regulations (GDPR).

Language requirements:

- Written and spoken fluency in English Language for the lead consultant and Arabic for data collectors (Enumerators)
- Working knowledge of Kurdish Language is an advantage.

10. Technical supervision

The selected consultant will work under the supervision of:

- *MEAL Manager*
- *Country Protection Manager*
- *Shelter and Settlement Coordinator*

11. Location and support

The work assignment will be conducted at the specific implementation location of each of the project governorates, Anbar, Diyala, Ninewa, and Salah al-Din.

The Consultant will provide her/his own computer, mobile telephone, tablets, and any equipment needed to have all the tasks of different phases of this work to be done. Following is more clarification on role of each party, DRC Iraq, and the consultant.

- **DRC Iraq**

DRC Iraq will provide coordination support to the consultant while in Iraq, access to programme documents and will be the link between the Consultant and targeted communities and partners. DRC will also review the consultant's proposal, tools, and evaluation report.

- **The Consultant**

The consultant will be responsible for all aspects of the entire evaluation process that includes travel and permit applications, evaluation preparation, data collection, and report writing. This includes covering all their own costs during data collection, such as flights, visas, and any other expenses related to the evaluation. The Consultant will also present the findings to DRC senior management. In addition, the Consultant will be responsible for all other responsibilities stipulated in other sections of this proposal.

12. Travel

The evaluation of project activities will be conducted through a desk review from DRC's Country Office in Erbil, Iraq. Field data collection will be conducted in project activity areas where it is accessible and secure. The Consultant will therefore be expected to arrange transportation, accommodation, insurance, food and to make adequate provision in the Financial Proposal.

13. Submission process

Refer to the RFP letter invitation, Section V. Submission of Bids

14. Evaluation of bids

Refer to the RFP letter invitation, section III. Selection and Award Criteria

Only those shortlisted will be contacted for an interview with the panel to ensure their understanding of the consultancy services.