



Save the Children

TERMS OF REFERENCE

FOR

**Impact Assessment of Dutch Relief Alliance
Joint Response in northeast of Nigeria**

22 June 2020

Title	Impact Assessment of Joint Response Programming in northeast of Nigeria
Lead	NJR Consortium Coordinator
Oversight Lead	NJR Consortium Coordinator
Length of Assignment	Approximately 30 Consultancy days in August/October 2020
Start Date	Ultimately 15 August 2020
End Date	31 October 2020
Location of Assignment	Maiduguri, Borno, Nigeria
Type of Consultancy	International

CONTENTS

1. Humanitarian and Institutional context:	3
2: Objectives of the Study:	3
3. Scope of Work:	3
3.1 Assessment Methodology:	3
3.2 Key questions on comparative analysis:	4
3.2.1 Relevance/appropriateness:	4
3.2.2 Coherence:	4
3.2.3 Efficiency:	5
3.2.4 Effectiveness:	5
3.2.5 Impact:	5
3.2.6 Sustainability:	5
4. Deliverables and Timeframe	5
5. Professional Skills and Qualifications	6
5.1 Technical expertise	6
5.2 Highly desired requirements:	7
5.3 Child Safeguarding and PSEA:	7
5.4 Conflict of interest:	7
6. Submission of Application:	7
6.1 Technical Proposal:	7
6.2 Financial Proposal:	7
6.3 Disqualification:	8
7. Payment Schedule:	8

1. HUMANITARIAN AND INSTITUTIONAL CONTEXT

Lake Chad crisis is one of the most severe humanitarian crisis in the world that involves Lake Chad Basin countries i.e. Chad, Cameroon, Niger and Nigeria and 17.4¹ million people have been directly affected by this crisis to date. Out of 17.4 million affected people, 7.7 million affected people are from northeastern states BAY (Borno, Adamawa and Yobe) of Nigeria who have been displaced and are under a protracted conflict crisis for more than a decade due to an active militancy that has severely damaged lives and livelihoods.

Dutch Relief Alliance (DRA) is a body of 15 Netherlands based INGOs that provide technical and financial oversight to 8 joint responses in 8 different countries including Nigeria. DRA responds to humanitarian crises across the globe through joint responses designed and delivered by best placed member organizations on the given location. DRA introduced Collaboration, Accountability, Localization and Innovation and Learning as key strategic programming areas in 2018 that cut across every joint response programming ever since. These key strategic areas help joint response member organizations to standardize humanitarian action and improve timeliness, effectiveness, outreach and quality of the results in the best interest of crises affected population.

Nigeria Joint Response (NJR) Consortium was one of the pioneer joint responses, conceived and initiated by DRA Netherlands and delivered in northeastern BAY (Borno, Adamawa and Yobe) states of Nigeria since 2015. NJR is a yearly programme that has shifted sectoral and geographic focus over the years. In 2018, NJR revised its implementation strategy and decided to concentrate in one state and this has been Borno state ever since. The overall mandate of joint response is “to provide life-saving humanitarian assistance to crisis affected populations in a dignified manner”. NJR is currently in the sixth year of implementation and over the last years has extended direct life-saving assistance to more than one million affected people with a funding of more than 30 million Euros provided by Dutch Ministry of Foreign Affairs.

Save the Children Netherlands as the lead of the NJR Consortium is looking for the services of a consultancy firm/individuals to design and undertake a rigorous impact assessment to assess the overall impact of joint response programming on the implementation of the DRA strategy and the impact on the crisis affected population over the past six years.

2. OBJECTIVES OF THE STUDY

Following are objectives set out for the impact assessment:

- Design and conduct an impact assessment against the OECD DAC criteria to determine:
 - The impact of joint response programming on the progression of the DRA strategic pillars: collaboration, localization, accountability, innovation and learning
 - To assess the impact of joint response programming on targeted population

3. SCOPE OF WORK:

Save the Children Netherlands requires the services of a team of consultants to work with the NJR consortium coordinator and other joint response partners to carry out joint response impact assessment to measure the several dimensions of impact, as listed in the section above, of the joint response approach and identify lessons learned and recommendations that can feed into the design of the joint response model. If possible, the team of consultants will visit project locations in Northeast Nigeria and engage NJR partners (local and international) and other stakeholders including but not limited to UNOCHA, Nigeria INGO Forum (NIF) and the affected population. The team of consultants will develop data collection tools to collect primary data and gather evidence that will inform the findings and recommendations of the assessment. The data collection tools should be delivered as annexes to the inception report.

3.1 Assessment Methodology:

The impact assessment will be carried out in a transparent and participatory manner by involving relevant stakeholders (UN, Clusters, national and DRA partners and affected people). Since there is no consistent

¹ <https://reliefweb.int/sites/reliefweb.int/files/resources/Lake%20Chad%20Snapshot.pdf>

baseline data available, the evaluator is expected to propose a strategy to assess the impact (with the use of a counterfactual or other approaches). Current situation of Covid-19 pandemic is a key consideration at the time of finalizing the methodology, however a mixed-method approach is anticipated including but not limited to the following methods:

- Desk study and review of all relevant program documentation.
- Key Informant Interviews with key stakeholders (Project teams, senior officials of national and international partners, Cluster leads, Government and UN agencies)
- Focus Group discussions
- Household surveys with target population.
- Budget analysis, preferably using the SCAN Tool.

3.2 Key questions:

The consulting team will conduct a detailed analysis of collected information through desk review and primary data collection based on a list of selected questions related to the objectives outlined under section 2, and questions related to the **OECD DAC criteria**. Guiding questions are set out below.

3.2.1 Collaborative impact:

- What is the overall impact created by the collaborative model of NJR on its programming? A comparative analysis needs to be conducted between first 3 and last 3 phases.
- To what extent has the collaboration amongst NJR partners led to changes in the quality of programming?
- To what extent has the NJR approach facilitated peer-learning between NJR partners?

To cover this aspect, the consultant should also conduct a budget analysis, preferably by using the SCAN tool, to determine how the cost-effectiveness of the NJR programme changed over the years

3.2.2 Innovation:

- To what extent has the use of cash-based interventions contributed to the impact of NJR?
- What has been the impact of the innovation projects funded by NJR on NJR partners, on the design and implementation of humanitarian programming by NJR partners and on the affected population?

3.2.3 Accountability:

- To what extent has NJR contributed to increased Accountability to Affected Populations?
- To what extent has NJR contributed to gender sensitive and inclusive programming?

3.2.4 Localization:

- To what extent have NJR localization efforts contributed to the capacity of local partners to design and deliver humanitarian actions in northeast Nigeria?
- What has been the impact of the NJR localization efforts on the way DRA partners manage their partnerships with local NGOs?

3.2.5 Relevance/appropriateness:

- How relevant have the objectives and activities of the NJR programme been in addressing humanitarian needs in Nigeria?
- How has the collaboration between NJR partners contributed to appropriate response of specific needs and priorities of the most vulnerable groups, including women, children and disabled persons?
- To what extent are the objectives of the program still valid and will remain relevant in coming years?

3.2.6 Coherence:

- To what extent has the objectives and activities of the NJR programme been in line with the humanitarian response in North-east Nigeria, the DRA strategic framework and Grand Bargain Commitments?

- To what extent has the JR programme been in compliance with sectoral guidelines set out international and national bodies?

3.2.7 Efficiency:

- Was the process of achieving results efficient? To what extent has the NJR programme been implemented in a timely and cost-effective manner?
- To what extent has the joint response model of collaboration led to cost-effectiveness?
- Do the results in terms of quantity and quality justify the resources used?

3.2.8 Effectiveness:

- To what extent have the planned results (outputs, outcomes) been achieved in all the phases of NJR?
- What were the supporting factors and barriers that affected these achievements?
- How did the project coordinate with and/or complement other similar actions in the field - geographical and thematic?

3.2.9 Impact:

- How has NJR impacted the lives of crisis affected population (displaced and host communities) in sustaining their lives through integrated life-saving humanitarian assistance?
- What has changed because of the NJR intervention? Are there unintended positive or negative consequences of the NJR programming on target population and/or on national and international NJR partners?
- Which groups have been affected (or unaffected) by the changes?
- How were the changes brought about and how significant are they?
- Are they likely to last (or have they lasted)?

3.2.10 Sustainability:

- To what extent does the JR response model have the potential to become a well-established response model for other key players to recognize and adopt in the background of a number of emergencies across the globe?
- To what extent have the outcomes and results of the NJR programme been sustained after the first phases of the Nigeria joint response and to what extent will they be sustained after the completion of the project?
- What are the contributing factors and constraints that require attention in order to improve prospects of sustainability of the project outcomes and the potential for replication of the JR response mechanism?

4. DELIVERABLES AND TIMEFRAME

The total time frame of this assignment is 30 consultancy days in the months of August and September 2020.

1. The assignment shall start the latest by 2nd week of August 2020. A first meeting shall be held before (preferably online) the assignment starts in order to review the ToRs and agree on tentative work plan.
2. An inception report shall be submitted to NJR Consortium Coordinator detailing the work plan, sampling frame and data collection tools, no later than two weeks after holding first meeting. The team of consultants will finalize the report, incorporating feedback and suggestions coming from the NJR Coordinator and the counterpart based in the Netherlands.
3. Data collection and fieldwork by the team of consultants should take place in September 2020 and the methodology would be mutually agreed upon by NJR coordination and consultants, keeping the constraints generated by the Covid-19 pandemic in mind.
4. A briefing will be conducted for partners in Maiduguri and or Abuja by the consultant before the start of the data collection.
5. A draft report of the impact assessment will be ready by mid October 2020. The content of the report will be finalized through mutual discussion between NJR coordination and consultants.

6. The draft report will also include at least 3 stories of change describing in a narrative the change from members of affected communities who have benefitted from the programme. Each story of change should be between 500 and 1000 words.
7. Two feedback and verification sessions where the main findings are presented, one in Nigeria and one in the Netherlands
8. The final report should be delivered no later than 31 October 2020. The final report will include the following sections:
 - Table of Contents
 - List of Acronyms
 - List of Tables
 - Executive Summary
 - Background
 - scope of Evaluation
 - Methodology
 - Main Findings
 - Conclusions and Recommendations
 - Annexes
 - Evaluation ToR
 - List of people involved
9. A power point presentation of max 20 slides with methodology and main findings should be delivered along with the final report.

The possibility to include a learning event in country to discuss and present the findings to JR partners and other key stakeholders could be included, if deemed relevant and possible.

5. PROFESSIONAL SKILLS AND QUALIFICATIONS

Interested experts/consultancies are required to provide CVs detailing the experience with similar type of assignments completed in the past.

5.1 Technical expertise

The experts/consultancies should demonstrate the following areas of technical expertise in his/her Expression of Interest:

- Experience in design, planning and implementation of mixed-method impact assessment exercises.
- Experience in quantitative data collection and analysis, use of sound statistical methods to identify causal relationships and address threats to internal validity.
- Experience in qualitative data collection and analysis of complex qualitative information, drawing findings from multiple sources and handling potential contradictions between data sets.
- Relevant subject knowledge and prior experience of working on multi-year programming to ensure that design and research methods are as relevant and meaningful as possible as given in the work scope of this assignment.
- Primary research: design, management and implementation of gender and protection-sensitive primary quantitative and qualitative research methodologies in potentially challenging project environments, such as fragile and conflict affected areas/regions.
- Information management: design and manage sex, age and disability-disaggregated data and information systems capable of handling large datasets for MEL purposes.
- Statistical analysis: a range of statistical modelling and analysis of impact data; highly proficient user of: SPSS, STATA or equivalent; and qualitative data analysis techniques.
- Language Proficiency: Proficiency in English and the ability to produce good quality written documents in English is a mandatory requirement of this assignment.

5.2 Desired expertise and experience

The incoming team should have prior experience of developing research designs that involve remote data collection and management.

Regional experience: it is particularly desirable that the potential consultant has experience working in the West-African context.

Experience in producing stories of change is a distinctive plus.

5.3 Child Safeguarding and PSEA

Safeguarding considerations: Ensuring the whole evaluation process adheres to best practice for research with children including the implementation of child safeguarding policy and procedures to ensure safety of participants.

5.4 Conflict of interest

The incumbent is required to demonstrate the necessary independence and declare any conflict of interest and potential biases, including bias towards any of the stakeholders, target groups, type of approach etc.

5.5 Code of conduct

Save the Children's work is based on deeply held values and principles of child safeguarding, and it is essential that our commitment to children's rights and humanitarian principles is supported and demonstrated by all members of staff and other people working for and with Save the Children. Save the Children's Code of Conduct sets out the standards which all staff members must adhere to and the consultant is bound to sign and abide to the Save the Children's Code of Conduct.

6. SUBMISSION OF EXPRESSIONS OF INTEREST

Interested candidates who meet the key qualifications and have relevant experience in designing and delivering similar type of assignments must submit their technical and financial proposals to the following email address: janna.de.jong@savethechildren.nl no later than 10 July 2020.

Shortlisted candidates will be invited for an interview after which the final application will be selected. Interviews are expected to take place between 20-24 July.

In case of questions about the assignment or the application process please contact: Janna de Jong at janna.de.jong@savethechildren.nl

6.1 Expression of interest

The Expression of Interest (EoI) should include:

- 1) A technical proposal that responds to the asks of this ToR. In particular, the consultant is expected to elaborate on the options to conduct this impact assessment in absence of consistent baseline data;
- 2) Consultant's CV;
- 3) At least one sample of similar previous work; the sample provided should preferably include stories of change or case studies;
- 4) two references, to be attached as annex to the technical proposal.

The technical proposal should contain a clear outline of the research methodology, data collection and analysis techniques, a tentative work plan with clearly defined milestones to achieve within the given timeline of the assignment and a financial proposal (see paragraph 6.2 below).

Please note that incomplete EoI will not be assessed.

6.2 Financial Proposal

Financial bid must be prepared and submitted with clearly defined breakdown of consultant's daily fee and other associated costs. Please read carefully **section 7 (Payment Schedule)** of the ToRs while developing and finalizing financial proposal. Interested applicants should consider that approximately €40,000 is available to conduct this assignment. Please be aware that, along with the quality of the technical proposal and of the sample of previous work submitted, the amount of the financial proposal will also be a criterion for assessing the EoI received.

6.3 Disqualification

Save the Children Netherlands reserves the right to revoke the call or stop the process of hiring services without giving any prior reasons to the applicants. Incomplete application, applications submitted after deadline or application without financial proposal or vice versa; will not be considered for including in selection process.

7. PAYMENT SCHEDULE

The consultant will be paid in three installments with following terms and conditions;

1. 30% advance payment will be released upon acceptance of inception report and tools by assignment focal point.
2. 40% payment will be released upon submission of the draft assessment report
3. 30% payment will be released upon successful completion of assignment in the field and acceptance of deliverables by assignment lead.

Consultant will be paid fixed fee as per signed contract after deduction of all taxes applied by Netherlands Law. Save the Children will cover field travel and accommodation if required in Maiduguri and Abuja during assignment days. All other costs including international travel, life and health insurance, visa and other costs associated for traveling to Nigeria, will be borne by the consultant and should be included in the financial proposal.