

Terms of Reference

Evaluation of CaLP's work in West and Central Africa and some global work (a BHA supported Programme) August 2018 – September 2021

Responsible Manager	Julie Lawson-McDowall
Consultancy duration	Estimated days 30
Timeframe	To be completed within August/September/mid October 2021
Location	Home-based

1. Background

About CaLP

CaLP is a dynamic global network of over 90 organisations engaged in the critical areas of policy, practice and research in humanitarian cash and voucher assistance (CVA) and financial assistance more broadly. Collectively, CaLP members deliver the vast majority of humanitarian CVA worldwide. What makes CaLP unique is its diversity. Members currently include local and international non-governmental organisations, United Nations agencies, the Red Cross/Crescent Movement, donors, specialist social innovation, technology and financial services companies, researchers and academics, and individual practitioners.

The audience for CaLP's work includes CaLP members, humanitarian and development donors, host governments, humanitarian practitioners, local humanitarian organisations, senior decision-makers and policy-makers in humanitarian agencies, coordination structures, development actors and financial service providers and other technology providers. During the period under review, CaLP's work mostly focused on capacity building, knowledge management and research, coordination and policy and it will be useful to reflect across all these categories of activity and engagement.

Regional Context

Millions of people in West and Central Africa are affected by crisis and in need of assistance. Increasingly, humanitarian actors providing emergency support in contexts of protracted recovery have also been delivering relief to the growing number of people impacted by violence, especially in Central Sahel. The interactions between hunger, extreme poverty, displacement, conflict and other crises makes engagement on issues related to nexus related discussions, particularly the connection between humanitarian cash and voucher assistance (CVA) and social protection systems, highly relevant in this regional context. In the last year, the effects of the COVID-19 pandemic also influenced how humanitarian actors responded to needs, accelerating the use of CVA.

An evolving programme

The CaLP West and Central Africa programme has been adjusted at various points over time, with changes made to respond effectively to the priorities of actors in the region. From early 2020, as the impact of COVID-19 began to be felt, a further a series of major changes were made to the programme, including collective and collaborative revamping of priorities to focus on COVID-19 impacts alongside internal adaptation to full on-line working in response to the crisis.

In addition, following an extensive consultation process in 2019/2020, CaLP developed a new strategy with much greater focus on what CaLP can achieve for people in crisis by harnessing the power of the CaLP network. Thus, up to mid-2021 the guiding theory of change for CVA for CaLP was embedded in the 2015-20 strategy and the [2017 Global Framework for Action](#) but from mid-2020, CaLP's new theory of change, summarised in its [2020-25 Strategy](#) has slowly but steadily become more relevant.

In several ways, internal and external changes came together. While the full-scale adoption of the new strategy has been delayed by the imperatives of adaptation to the COVID-19 pandemic, the same pandemic meant that the CaLP team in West and Central Africa and globally began to adjust our ways of working to more actively engage and capitalise on the collective strength of the network. Rapid changes were made to plans and CaLP evolved our ways of working to create opportunities for peer learning and exchange among practitioners. Changes to plans continued throughout 2020 and 2021 to adapt appropriately and respond to the rapidly unfolding crisis.

2. Purpose

We are seeking a consultant or team of consultants to undertake an evaluation of the work supported by OFDA/BHA between August 2018 and September 2021. The evaluation will help assess CaLP's overall contribution to building an enabling environment for CVA programming in the region and more broadly, within the scope of the proposal and plans.

The evaluation will serve two purposes:

- To capture learning in terms of what worked well and what could have been improved. The CaLP staff team will use this to help strengthen the next programme of work in West and Central Africa and CaLP's future work more broadly.
- To assess progress against objectives and fulfil our agreement with OFDA/BHA for an end-term evaluation.

3. Key evaluation questions

The evaluation will address the following questions in relation to work funded by OFDA/BHA (note: questions may be adjusted and/or prioritised during the inception phase of the evaluation):

- a. Relevance: to what extent is the design of the programme relevant to the intended audience?
 - i. Which audiences, target groups and individuals were reached by the various interventions?
 - ii. Were interventions appropriate and effective for the audience according to their different needs and/or interests?
- b. Coherence: How well do the different elements of the CaLP WCAF programme fit with regional and global CVA priorities?
 - i. Does the programme fit with regional CVA priorities?
 - ii. How has the CaLP team adapted programming or implementation based on critical regional feedback (e.g. stakeholder consultation, CWG meetings, monitoring activities) from the targeted audience?
 - iii. How well does the programme match with global CVA objectives?
- c. Effectiveness: has the programme design and activities achieved the intended objectives?

- i. To what extent has the CaLP regional programme achieved its intended outputs and outcomes? Where there have been challenges, what have these been?
 - ii. How well have the different strands of CaLP's work in West and Central Africa complemented each other?
- d. Efficiency: How well are resources being used?
- i. Were activities resource efficient given the intended objectives and outcomes?
 - ii. How were problems and challenges managed by the team?
- e. Impact: What difference do the various elements of CaLP's programming in WAF make?
- i. What evidence exists to understand the impact of convening, technical support, knowledge management and learning activities?
 - ii. What influence or changes—expected and unexpected, positive and negative— were achieved with regard to objectives and across different audience? What factors appear to facilitate or inhibit these changes?
- f. Sustainability: Will the benefits last?
- i. How well does the work of CaLP in West and Central Africa complement BHA goals and activities – or the main framework agreements to which BHA is a signatory - in the region?
 - ii. To what extent has CaLP programming in West and Central Africa aligned and integrated with national and regional social protection strategy/policy/service delivery or similar nexus programming?
 - iii. To what extent does the work of CaLP align with and support the work of the CaLP network and broader humanitarian community?

Additional data for analysis

A perception/satisfaction survey will be launched by the CaLP team (closing date TBC). The consultant will provide an analysis of the data, with breakdown by regions as relevant. Note: there are likely to be c. 150-200 responses.

4. Deliverables

The following deliverables are expected:

Language: note that all tools and reports should be in English with consultants translating tools into French post CaLP team review and providing, for the final report, a summary report in French; all presentation slides should be in English and French.

- a. Evaluation framework and tools (submitted and agreed as inception report). Evaluation report of no more than 20 pages excluding any annexes. The report will include
 - i. An analysis based on agreed questions
 - ii. Results of perception survey relevant to the programme evaluated

- iii. A high-level timeline of activities to map programming and activities and to reflect the impact of the COVID-19 pandemic and the move into the new strategy period (to be annexed)
- iv. Learning points, with reflections on what worked well or could have been improved
- b. Short slide deck with key findings and learning points.
- c. A report of the perception survey overall (if not fully included in the above)
- d. Presentation of the findings to the CaLP staff team and invited CaLP members (potentially CWG leads)
- e. Any additional deliverables as agreed during the inception period.

5. Access to stakeholders and information

The CaLP team will help facilitate access to stakeholders to gather perspectives. Information will be made available as needed to inform the evaluation, including:

- a. Programme proposal and workplans
- b. Baseline report
- c. Previous perception surveys and results
- d. CaLP Strategy (2017-2020) and new Strategy (2020-2025)
- e. Global Framework for Action
- f. SOWC 2018 and 2020
- g. A tour of the website to aid access to information
- h. Reports and publications produced as a result of the programme.
- i. Data and evaluation information from training courses and face to face events.
- j. A tracker with data related to many relevant activities carried out by the CaLP team.
- k. Programme reports, both internal and external.
- l. Data from CaLP perception survey (latest completed in November 2020).

6. Evaluation standards

The evaluation must be conducted in keeping with the standards below.

The selected evaluators will:

- a. Respect contributors and their experiences, using information gathered accurately and with integrity
- b. Ensure diverse perspectives are considered
- c. Minimise the collection of new data
- d. Only include data with the full, free and informed consent from contributors
- e. Commit to processing and managing content responsibly and in line with GDPR.

7. The CaLP team will:

- a. Facilitate access to all information needed by the evaluators to undertake their work
- b. Provide timely feedback on draft tools and reports, making clear the difference between factual corrections (which should be corrected) and opinions (which may be taken into account).
- c. Offer contributors the opportunity to receive the evaluation findings
- d. Develop a management response on findings and use learning to inform future work

8. Time Schedule

The evaluation is expected to be completed in 33 days and must be completed by end of October, 2020 (ideally sooner). While the process will be proposed by the consultants and agreed with the CaLP team during the inception phase, it is anticipated that it will include:

- a. Inception meeting with CaLP project team, and other key stakeholders
- b. Drafting and agreeing evaluation framework and tools
- c. Drafting secondary data review
- d. Defining key stakeholders to engage in the evaluation
- e. Developing an evaluation framework, including data collection tools
- f. Developing a timeline of CaLP's various activities
- g. Drafting an evaluation report
- h. Feedback from CaLP team prior to finalisation of report
- i. Preparing and presenting findings to CaLP team and contributors

9. Management

The consultancy will be managed by CaLP's Technical Advisor, Julie Lawson-McDowall, with support and involvement of other CaLP staff. The manager will be responsible for final sign-off of deliverables. The timeline for comments on each output, pre completion, will be agreed with the consultants during the planning phase.

The manager and West Africa team will arrange the inception meeting and provide ongoing management support to the consultancy team. They will make available documentation needed by the consultants and provide contacts to enable the consultants to reach stakeholders. Where needed, CaLP staff will provide email introductions.

10. Payment schedule

It is planned that the payment will be made in two instalments:

- 40% on sign-off by CaLP of deliverable 1 (evaluation framework and tools)
- 60% on sign-off by CaLP of deliverable 2 (final report and presentations)

11. Profile of the Consultants

In order to complete this work, CaLP is looking for an individual or a team of consultants who have:

- Substantial experience of undertaking evaluations, ideally including experience of evaluating capacity development, knowledge management and policy influencing initiatives in the humanitarian or development sector
- Substantial experience of developing methodologies and tools for data collection
- Substantial experience of data analysis including surveys
- Knowledge and experience of the humanitarian system
- Demonstrated understanding of recent developments in CVA
- Previous experience of working in the West and Central Africa region
- Understanding of the ways of working of networks or other collaborative initiatives
- Proven track record of delivering high and timely quality written work

- Experience of working remotely with a diverse range of stakeholders, ensuring effective consultation and engagement is achieved
- Fluency (written and oral) in French and English
- Availability to begin the work by August / September 2020 and complete the work by the end of October 2021

12. Application Procedure

Applications are invited from appropriately qualified consultants (individual, teams, or companies). Applicants should submit the following:

- A summary of the skills and experience pertinent to this consultancy (max one side)
- A brief (max two pages) outlining:
 - o The consultant's reflections on the TORs (not just repeating the TORs) focusing on likely process and potential challenges.
 - o If more than one person will be involved, clear definition of roles.
 - o Budget including proposed number of days, daily rate and, if more than one consultant, the number of days allocated to each consultant.
- A CV (max two sides) for each person to be involved

Expressions of Interest must be sent to lbodj@wa.acfspain.org and consult@calpnetwork.org by end of day Thursday, July 15th 2021.

If you have any questions about your application, please contact Julie.Lawson-McDowall@calpnetwork.org .

Annex 1 : Summary of outcomes and related indicators

This is shared for information

Outcome	Indicators
The enabling environment for CVA in the WAF region is strengthened	<ul style="list-style-type: none"> • Clarity on linkages between humanitarian CVA and social protection and the implications for the future roles of humanitarian actors • No further decline in availability of funding to contribute to basic needs through CVA (even if humanitarian funding sources decline) • Increased consideration of data protection and risk across the programme cycle
Provide specialist capacity building services and advice	<ul style="list-style-type: none"> • % of participants in regional web-based trainings and face-to-face trainings who report that the courses have achieved their aim • % of regional respondents who report that CaLP's e-learning courses have strengthened their understanding/knowledge of the subject matter 'a great deal' or 'a lot' • % of respondents who rate workshop facilitator(s) and/or trainer(s) 'Excellent' or 'Good' for course delivered by CaLP-certified trainers
Make the evidence base easily accessible, improve it and apply it through standards and tools	<ul style="list-style-type: none"> • % of regional respondents who report that CaLP's KM and research products are useful to their work • % of regional who perceive CaLP's website is the go-to place for resources on CVA • % of regional respondents who perceive that CaLP's knowledge products have advanced quality of CVA in the region 'a great deal' or 'a lot' • # of new users of the website from the region • # of new subscribers to the D-Groups from the region. • % of regional events (F2F, virtual) that reach their target audience.
Address coordination blockages and provide specialist support	<ul style="list-style-type: none"> • % of respondents who perceive that the CaLP-facilitated CWG/BNWG leads meetings have improved learning and exchange on coordination • % of respondents who perceive that global coordination tools and guidance are understood by and adapted to the region • % of regional stakeholders who perceive that CaLP's engagement has led to significant progress on coordination issues identified.
Ensure influential policy processes advance CVA and the global framework for action.	<ul style="list-style-type: none"> • % improvement in understanding (amongst target audience) of possible trends on financial assistance in the region and implications for their roles • % of target audience who perceive that links between regional and global policy processes have strengthened as a result of CaLP support. • % of regional respondents who find that SoWC follow-up report has had a significant influence on the policy debate on CVA

Annex 2 CaLP's 2020-25 Strategy: Theory of Change (statement)

Note that this ToC began to apply to the WAF programme from mid 2020 onwards

CaLP's activity relates to the Humanitarian Co-ordination and Information sector. Each step in the Theory of Change is linked to the co-ordination and/or information management sub sectors and CaLP's strategic focus areas (SFA), which equate to outcome areas.

If the diverse strength of the CaLP network is harnessed, issues of common concern can be identified, and more collective action can be taken. (Coordination sub-sector. SFA 1 & 2)

If evidence of the impact of CVA is made more accessible and digestible to a wider audience, then the use of evidence will increase and CVA programming will be strengthened. (Coordination and Information management sub-sectors. SFA 2, 3 & 4)

If events are convened to create opportunities for sharing and dialogue; peer to peer learning is fostered and technical support provided, then CWGs can strengthen their ways of working to address immediate issues and for the long-term. (Coordination & Information management sub-sectors. SFA 1, 2, 4 & 5)

If investments in online training and the development of a cadre of trainers in the region are made, then practitioners will have better access to learning opportunities and will increase their understanding, knowledge and skills to deliver quality CVA. (Information management sub-sector. SFA 5)

If there is increased engagement between CVA practitioners and policy makers, with evidence and best practices used to inform debates, then humanitarian coordination, policies and guidance can be improved. (Information management sub-sector, SFA 3 & 4)

If positive outcomes of the COVID pandemic such as ability to work virtually and the increased willingness of practitioners to access online learning, then our carbon footprint can be minimized.

If all of the above are done, then the quality, scalability, effectiveness and efficiency of CVA in emergencies will improve in West and Central Africa. Ultimately, this will help save lives, alleviate human suffering, and reduce the impact of disasters by helping people in need become more self-reliant.