

Terms of Reference

Final evaluation of a BMZ funded project on the establishment of Social Centers in Ukraine;

1. Project Information

Project Title:	“Creation of Social Centers to foster coping and self-help capacities of conflict affected people and communities in Ukraine”
Project Number:	P. № P.545-004/2016
Project Period:	01.01.2017 – 31.12.2021
Project Evaluation Period:	15.06.2017 – 15.06.2021
Overall Budget:	4.800.000 EUR
Project Donors:	BMZ, Caritas Germany
Project Partner:	Caritas Germany

2. Background information and Context

a. Background information on the situation in the country:

The protracted armed conflict in the Eastern Ukraine has led to adverse living conditions of both people who are living in and fleeing from conflict-affected areas. Consequences of the armed conflict in the Eastern Ukraine and illegal annexation of Autonomous Republic of Crimea (ARC) in March 2014 forced more than 3 Million people to flee from their hometown to the safer regions of Ukraine and neighboring countries. According to the Ministry of Social Policy of Ukraine, in April 2021, there were 1.465.654 people registered as internally displaced persons (IDPs), that is individuals who have left their homes and moved to a different area and/or region of Ukraine. Almost half of the registered IDPs settled in government-controlled areas (GCA) of Donetsk Oblast (510,861) and Luhansk Oblast (280.520). Among the IDPs the highest numbers are women and children. Every individual who is re-locating from the conflict zone has numerous needs to be addressed: accommodation, food, medical help, psychological support, integration into the new community, livelihood etc.. The social services and infrastructure in the regions are underdeveloped, so both IDPs and the local population need support from the public sector.

Caritas Ukraine with support of DCV and funding by the BMZ is implementing two projects: “Creation of Social Centers to foster coping and self-help capacities of conflict affected people and communities in Ukraine” (2017-2021) and “Advocating for Sustainable Social Services provided by 5 Caritas Social Centers to vulnerable people affected by Ukrainian conflict within the national Decentralisation Reform in Ukraine” (2020-2025). The two projects are interlinked and complement each other: the latter project is a modified continuation of the former one.

The project “Creation of Social Centers to foster coping and self-help capacities of conflict affected people and communities in Ukraine” (2017-2021) is being implemented in three front-line cities in the buffer zone: Kramatorsk, Mariupol and Zaporizhzhia, as well as in Kyiv. The Cities located in the buffer zone are characterized by poorly developed social infrastructure. These three cities are important hubs

for conflict-affected people (IDPs and vulnerable local population) on both sides of the conflict line. Its overall goal is contributing to the improvement of resilience and self-help capacity of conflict affected people in Ukraine.

From 2022, the project will be transformed into the project “Advocating for Sustainable Social Services provided by 5 Caritas Social Centers to vulnerable people affected by Ukrainian conflict within the national Decentralisation Reform in Ukraine” (2020-2025), which has already started in Dnipro since August 2020. Its overall objective is to strengthen the resilience of IDPs affected by the conflict and vulnerable people from the host communities through the provision of social services. The project was designed to assist regional Caritas organizations in achieving sustainability through improved access to local budgets using the opportunities of the decentralization reform.

b) Background information on key stakeholders and donors:

Local partner: While the national Caritas Ukraine in Kyiv is responsible for the overall management, coordination and monitoring of the project, the project implementation is within the responsibility of four regional Caritas organizations in the Eastern and Central Ukraine: Caritas Mariupol, Caritas Kratatorsk, Caritas Zaporizhzhia and Caritas Kyiv. All Caritas organizations in Ukraine are registered as charitable organizations, are legally independent and adhere to a common set of rules.

Back-donor: The project is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Donor/Partner: Caritas Germany is the official partner of the BMZ and as such accountable to the BMZ for the project implementation in line with the approved log-frame. BMZ funds are channeled via Caritas Germany to Caritas Ukraine. Caritas Germany supports the local partner in project implementation e.g. by providing methodological support. Caritas Germany and Caritas Ukraine have been cooperating partners for many years.

Former projects of the local partner: Caritas Ukraine (CUA) is one of the leading Ukrainian non-profit organizations working in the sphere of social services. Caritas Ukraine has a long-time experience of administering both social as well as humanitarian assistance projects funded by different donors (mostly international). Traditionally, CUA has been working in fields such as home care for elderly people, children and youth work, HIV/AIDS and migration. Since the beginning of the armed conflict in 2014, Caritas Ukraine has moreover implemented many projects related to humanitarian aid, focusing at meeting immediate needs of IDPs and other vulnerable groups. Main projects implemented in recent years by CUA have been:

1. Securing the basic needs of especially vulnerable conflict-affected people in Ukraine (2019-2021), AA, Caritas Germany
2. Strengthening resilience of conflict affected communities in the East and South of Ukraine (02.05.2018-30.04.2021), RENOVABIS, KZE, Rottenburg Stuttgart
3. Bridging divides in conflict affected communities in Ukraine: From healing to cooperation (01.06.2019-31.05.2021), AA, Caritas Germany
4. Strengthening Health, Community Resilience and Livelihoods in Donetsk and Luhansk oblasts (15.11.2020 – 14.05.2022), ADC, ADA, Caritas Austria
5. Palliative care: social and medical care for people in need of mobile palliative care (01.07.2020-30.06.2023), Renovabis
6. Provision of multi-sectoral market-based and community-based assistance to the most vulnerable elderly people living along contact line to ensure their overcoming the effects of protracted crisis (10.2019 – 06.2020), UHF OCHA

7. Homecare Network Caritas Ukraine (01.2017-06.2020), Caritas Wien (Austria), Caritas Germany

c) Project information and context:

The central idea of the project is to build a network of so-called community-hubs in communities that have been particularly badly affected by the current conflict (either due to proximity to the area of hostilities or because of a particularly high number of internally displaced persons).

The overall objective of the project is to contribute to the improvement of resilience and self-help capacity of conflict-affected people in Ukraine. The expected project outcomes are:

1. The psychological and social wellbeing of beneficiaries is improved and their individual resilience is strengthened
2. The resilience of CAP is strengthened through engagement in group activities
3. Locally needed social services are improved through the coordination network between local authorities, NGOs and beneficiaries
4. Sustainability of the Social Hubs has increased

Target group: The main target group of the project are vulnerable IDPs, conflict affected members of host communities as well as vulnerable people living in the buffer zone, respectively people who are in a social crisis situation and in need of immediate or long-term stabilization (psychological, physical, material), children and youth as well as victims of violence. Moreover, the project targets active members of host communities and within the buffer zone, who are interested in community actions and volunteering.

Social Centers have been set up in all four project locations. All Social Centers cover four different types of intervention/activities:

- **Crisis Centre** serves individual IDPs, vulnerable local persons and inhabitants of the buffer zone who meet defined vulnerability criteria (low income, families with many children, persons with disability, single parents, pregnant/nursing women, elderly people, severely ill people). Services include a call-center, reception, crisis counselling, case-management and psychological counseling, individual accompaniment and group social work for children and youth.
- **Community Space** works with community activists and leaders, while a community can be defined geographically (e.g. village) or as a group of people united by a common interest (e.g. parents of kids with disabilities). The idea is to activate communities to engage, take responsibility for their own development in order to solve key problems of the community, community initiatives and events for and with youth.
- **Advocacy Platform** works with representatives of NGOs, local authorities, local business and links them to beneficiaries of the Crisis Centre and Community Space. The goal is to improve social services for vulnerable population in the regions through cooperation between different stakeholders.
- **Increasing the sustainability of the Social Hubs** contributes to the achievement of sustainability of the project activities. This means diversification of financial resources, strengthening of the staff capacity and working out model of work through different services.

Current State of the project:

The 5-years project, which started at the beginning of 2017, is presently in its 5th year, while actual project implementation started in the middle of 2017. This is due to an intensive preparation phase in the first half of 2017:

Project preparation phase (January – June 2017): In the first half of 2017 numerous consultations and discussions on project design were carried out in the 4 project locations, needs analysis of beneficiaries were conducted, a list of necessary services has been set up, design of teams has been agreed and premises requirements have been defined. In June 2017, the recruitment of local teams and the detailed planning process were completed. The total amount of project staff recruited was initially 102 persons, who are equally distributed across the four project locations and CUA (Caritas Ukraine).

Project implementation phase I (July 2017 – December 2018): Actual work with beneficiaries in the four project locations began in the middle of July 2017 and was conducted in line with the agreed log-frame. Despite the late project start, nearly all activities were implemented as planned. Parallel to service provision, in the two locations of Mariupol and Kramatorsk buildings to host the new Social Centers have been selected, purchased and renovated. Challenges faced during implementation included the narrow time frame, the complexity of services and the need for methodological expertise and tools in new fields of work such as group work, community development, local advocacy and monitoring of social services.

Project implementation phase II. In 2019, the second phase of the project began, which covers 2019-2021. In line with the positive results of the evaluation of the project's first phase 2016-2017, the project set-up for the second phase, which has been submitted to BMZ and approved by it at the end of 2018, contains only a few changes and improvements, while the basic project design remained largely unchanged. Main changes and improvements, which have been implemented in 2019 include:

- Children and youth and victims of violence have been added as new specific target groups.
- Provision of legal advice has been started as a new service to cover a priority need of the target group.
- The project component “cash-for-work” offering meaningful work for vulnerable persons has been increased.
- Financial sustainability of the four Social Hubs has become a new focus, which includes work via the diversification of sources of income, as well as intensified lobbying towards the state to get access to state budget.
- Work with volunteers has been further intensified and professionalized with the help of the new position of a volunteer coordinator in each location.
- Methodology development was continued with a focus on challenging fields of work, which require more support and clarification (community work, advocacy work, volunteer work).

In total, 67.536 unique beneficiaries received assistance in 2017-2020. More detailed information could be found the Annual Reports and project documentation.

Project phasing & Budget: This 5-years project is implemented in two phases, the first in 2017-2018 and the second one in 2019-2021. **The recommendations gained from the final evaluation are meant to use in new project implementation.**

The project budget has been approved for the entire 5 years period as follows:

2017: EUR 0.95 Mio
2018: EUR 0.42 Mio
2019: EUR 1.00 Mio
2020: EUR 1.35 Mio
2021: EUR 1.08 Mio
Total: EUR 4.80 Mio

3. Objective of the Evaluation

The objectives of the evaluation is first to get external professional feedback on the project according to OECD-DAC evaluation criteria as well as to get recommendations on how to continue and further improve it in the future project in 2022-2025.

The evaluation will be conducted four years after the start of actual project implementation and about 6 month before its end and transfer to the following project. The evaluation will contribute to making best use of the project achievements and lessons learnt to the future project for the next four years. It will serve as a learning and critical reflection to support transition one project to another. The evaluator will therefore also have the role of a consultant to give practical advice and recommendations to the partner on how to improve project set-up, how to address identified weaknesses and build on existing strengths, how to further improve efficiency and effectiveness and what can be done to strengthen sustainability in the following project based on achievements and findings of the current project.

Scope of the Evaluation

Thematic coverage: all four levels of project intervention are to be evaluated (crises center dealing with individuals, community space, advocacy and networking platform, sustainability of the social hubs).

Time period: All project phases in 2017-2021 will be analyzed.

Geographical focus: Ideally, all four project locations (Kyiv, Mariupol, Kramatorsk, and Zaporizhzhia) are to be visited and evaluated (including the project's work in the buffer zone). Due to large distances between the 4 project locations and in line with potential limiting factors (pandemic measures, distance, time, costs) minimum requirements are to visit and evaluate the Social Centre in Kyiv (capital) and 1 - 2 Social Centres in other regions of Ukraine (Kramatorsk, Zaporizhzhia or Mariupol). However, even if only two project locations can be visited, relevant stakeholders of the other two centers are to be involved into the evaluation as far as possible remotely (local Caritas Directors, local project coordinators, beneficiaries etc.).

Target group: All relevant sub-target groups are to be included into the evaluation:

- On individual beneficiary level: IDPs, vulnerable local population, vulnerable people living in buffer zone
- Community level: community activists
- Networking: networking and advocacy partners
- Ages: adults, youth and parents of children beneficiaries

4. Evaluation Criteria and Key Evaluation Questions

Key questions to be asked and answered are in line with OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact. While all five criteria should be covered in line with the questions spelt out below, the focus should be set on the criteria of effectiveness and sustainability in order to find learnings for the new project in 2022-2024. In this regard it will be most important from a project point of view to learn how to concretely further improve regarding these criteria. Beyond this, specific issues of interest for the evaluation are the recommendations for future project and its sustainability.

4.1 Relevance of project (focus on project design: Did we do the right thing?)

- Framework: Was the project design relevant to the actual situation and needs? Any important tendencies or developments, which may impact the project in the future?
- Target group: Did we reach the most vulnerable people with our services? Did we reach the most vulnerable people at all four levels of intervention: crisis center, community space, networking & advocacy platform, sustainability of the social hubs
- Needs: Did we meet the most urgent needs of vulnerable people? To which extend? What are their prioritized needs?
- What needs should be in the focus of advocacy efforts in the following project?

4.2 Effectiveness (focus on logframe: comparison between set targets and actual performance):

- Did our intervention logic work out? Did our activities really lead to the intended positive results and changes? Did we contribute to any unintended results or changes (negative or positive)?
- What have been the main achievements? What are the strengths of our project and how to make use of them in the following project?
- To what concrete results has the advocacy and lobbying work led so far? Are the results encouraging?
- What have been the main challenges for advocacy effort? What are the weaknesses in project advocacy system and how to address them?
- How to further increase the effectiveness of advocacy work in the following project?
- To what extent were the different project level and activities coherent between each other?
- How to further improve the collaboration between the 5 Social Centers in future project?
- How to utilize the most efficient practices of the current project in the following project?

4.3 Efficiency (focus on resources & budget: is the ratio between the resources invested and the achieved outcome – in terms of changes and benefits for beneficiaries – reasonable)?

- Are the numbers of beneficiaries served reasonable compared to the investment made?
- Would there have been more cost-effective approaches to reach the same results?
- Was the purchase of two buildings as social hubs an economically sensible decisions in comparison to other options?

4.4 Impact (focus on overall project goal: did the project contributed to achieving the agreed overall objective).

- Did the project reach its overall goal? What were the main factors of success?
- Did the project reach outcomes according to logframe? To what extent?
- How did the, in the logframe foreseen, risks affect the outcomes of the project?

4.5 Sustainability (focus on long-term consequences of intervention: Will the achieved positive results and changes of the project continue existing beyond the end of the project?)

- Ownership/Vision: Is the project owned by the local Caritas Directors? What vision do they have for the Social Centers beyond the end of the project?
- Cooperation with government: To which degree did the four project locations succeed to access government support (including funding)?
- What project services will continue to exist after the end of the current project? What should be the immediate steps for insuring sustainability of the services in future?
- What are the main recommendations for project's services phase-out strategy?
- Cooperation with local community: To which degree did the four project locations manage to activate assets within the community (volunteers, donations in kind, funds, networking etc.)?
- Have income/revenue targets for the social hubs been developed (year by year 2017 – 2021)?
- Have measures been taken to reduce operating costs? Are there reduction targets (year by year 2017 – 2021) in place?
- What is the status of mobilizing volunteers to be integrated into the service delivery of the social hubs? Has the mobilization of volunteers reduced operating costs for the social hubs?
- Have income and funding possibilities of the social hubs been significantly diversified and increased over the course of the project?
- How to further improve the advocacy capacity and sustainability in the future project?

4.6 Specific questions (beyond the OECD-DAC evaluation criteria):

4.6.1 Local Caritas

- How did the characteristics of each local office (capacities, resources, contacts with the local community and government, etc.) influence the advocacy results achieved? How to ensure flexibility and consider local peculiarities in the implementation of the future project in the sphere of social services and advocacy?

4.6 Impact of COVID-19 pandemic on the project

- To what extent did the COVID-19 pandemic have hindered the effectiveness of the project?
- How can the COVID-19 pandemic influence the future project?

5. Approach and Methodology

The Evaluator is expected to perform the evaluation in a strictly methodical manner in order to produce verifiable information and make recommendations that are sufficiently valid and reliably based on dependable data and analysis, which are accessible to the client.

The evaluation will adopt a participatory, transparent and solution-oriented approach and involve both internal and external stakeholders. The evaluation process, as well as the final results should be gender-sensitive and human-rights-based. The evaluator will use mix-methods that are able to appropriately address the primary evaluation questions, as well as properly support its derivative conclusion and recommendation.

The evaluation methods to be used may include, but are not limited to:

- **Review of project documentation (Desk Research):** An array of major documents that should be studied will be shared with the evaluator in order to facilitate the realization of the (e.g. project planning documents, monitoring and interim reports, statistical data, background information, documents pertaining to similar projects etc.) task. The evaluator is invited to request additional documents that may be needed for the completion of the evaluation.

Interviews with all key informants and key players (Caritas Ukraine, Caritas Germany, local Caritas in project locations (Directors, coordinators, relevant team members, beneficiaries, relevant networking partners etc.). (Semi-) structured interviews with beneficiaries are necessary and should be supported by interview protocols and the list of respondents (e.g. direct project beneficiaries, local staff, etc.).

- **Direct observation during field visits:** Caritas Ukraine will organize field visits at different project sites. (Methodology to be suggested in the inception report).
- **Focus group discussion** with beneficiaries, local leaders or local partner staff. The selection criteria should be based on gender, age, beneficiaries/non-beneficiaries and geographical spread in the project region. The exact sample size should be proposed by the evaluator and discussed together with Caritas Ukraine and Caritas Germany before the start of the evaluation. In case of quarantine restrictions other methods including telephone interviews may be appropriate.
- **Standardized Survey and questionnaires (online survey and survey with enumerators):** to quantify the result and deliver a statistical analysis.

6. Deliverables and Timeframe

Optional deliverables for the evaluation are:

i. Inception Report:

An inception report will be submitted by the evaluating consultant in order to demonstrate his understanding and planning of the evaluation, which will be reviewed and discussed in cooperation with Caritas Ukraine and Caritas Germany.

The inception report should include an *evaluation matrix*¹ (including the final evaluation questions and indicators); the overall evaluation design and methodology with a detailed description of the data collection methods and data analysis techniques, as well as a proposed timeframe for the activities and deliverables. The evaluator is free to suggest additional methodological framework for the evaluation.

The inception report of the evaluation should not exceed eight pages and follow a predefined structure as described in *Annex 1*.

ii. Workshops/ Meeting:

The evaluator will conduct kick-off workshop and validation workshop during the conduction of the evaluation.

The **Kick-off workshop** (offline in Kyiv) provides an opportunity to discuss organizational processes, methodology, data collection instruments, timetable, milestones, reporting dates, task and responsibilities. Moreover, the workshop is useful to discuss problems that may arise in the course of an evaluation and allow a joint development of strategies for solutions.

¹ Evaluation Matrix template, see *Annex 4*

During a **validation workshop**, the evaluator will present the findings collected in the field to Caritas Ukraine and Caritas Germany. The workshop will be organized in order to discuss and validate findings, lessons learned and recommendations proposed by the evaluator. Stakeholders are invited to make recommendations for amending the review. The validation workshop may be conducted offline, but in case of quarantine restrictions, may be held online.

iii. Draft Report:

The consultant is expected to submit the primary findings resulting from his/her evaluation, as well as his/her initial recommendations including project's services phase-out strategy to relevant officers of Caritas Germany and Caritas Ukraine. The Draft Report should be presented after the fieldwork has been concluded, and should incorporate comments supplied by Caritas Germany and its partner organization Caritas Ukraine.

iv. Final Report:

The final report serves to illustrate the relevant evidence corresponding with the evaluation issues, questions and criteria listed in the Terms of Reference. The final report should provide an executive summary in English. The Final report should take up the written feedback given by Caritas Germany/Ukraine to the draft report as well as all aspects reviewed during relevant workshops and meetings into consideration, and is subject to approval by Caritas Ukraine and Caritas Germany.

The proposed report structure is outlined in *Annex 2*; its length should not exceed 30 pages (excluding appendices). All documents and tools are to be written in English language. **The focus of the report is to be set on answering the agreed evaluation questions, whereby sharing both findings and recommendations per criteria/question to be explored.**

7. Timeframe for Deliverables

The actual evaluation work is to be carried out within the time period of July to the end of August 2021 resulting in a total of about 20 days.

The timeline for the activities consists of the following phases:

Preparation Phase: 5 days

- Analysis of relevant project documents, as well as further research
- Preparation of inception report and exchange with Caritas Ukraine and Caritas Germany
- Kick-off Workshop involving Caritas Ukraine and Caritas Germany

Field Phase: 10 days

- Briefing with Caritas Ukraine, Caritas Germany and other relevant actors in Kyiv, Ukraine
- Field visits, focus group discussions, standardized survey
- Validation workshop involving Caritas Ukraine and Caritas Germany

Synthesis Phase: 5 days

- Draft evaluation report
- Produce final report including revision as per feedback

The key products expected for the evaluation are the following:

Deliverable	Dates
Inception Report	30.07.2021
Draft Report	15.09.2021
Final Report	28.09.2021

The evaluator should present a detailed work plan and timeframe of all activities including the relevant resource allocation (see Annex 3).

8. Roles and Responsibilities

Caritas Ukraine is responsible for organizing and facilitating the logistics to and in the Ukraine. Caritas Ukraine and Caritas Germany will provide access to all relevant project documents.

The consultant will be working under and reporting to the Caritas Germany desk officer and the Caritas Ukraine partner organization during the evaluation phase.

9. Guiding Principles & Donor concepts

The consultant is to conduct the evaluation in accordance with the principles outlined in the “Caritas Internationalis management standards” document², the “Caritas Code of conduct”,³ as well as the “Guidelines on Combating Fraud and Corruption in the Project Work of Caritas Germany”⁴. (See Annex 5)

The evaluator must take all required steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of the people and the communities of which they are members, as well as to ensure that the evaluation is technically accurate, reliable, and legitimate, and conducted in a transparent and impartial manner. Moreover, the evaluation should contribute to organizational learning and accountability.

The project is financed by Caritas Germany. Therefore, the evaluation should also adhere to the attached guidance document “Impact Orientation in Humanitarian Aid”.

10. Professional Qualification and Experience

Important note: Depending on the applications received, it will be considered to have the evaluation conducted by an **evaluation team** consisting of 2 persons: the team would include a lead evaluator with strong evaluation experience and related methodological know-how, as well as a second evaluator being a topic expert with strong expertise in relevant fields (development of social services, lobbying and advocacy, organizational development etc.).

² See Caritas Internationalis management Standards

<http://portal.centre.caritas.de/arbeitsundmensch/ci-portal/Documents/CI%20Management%20Standards%20englisch.docx>

³ See Caritas Code of conduct

<http://portal.centre.caritas.de/arbeitsundmensch/ci-portal/Documents/Code%20of%20Conduct.pdf>

⁴ See Guidelines on Combating Fraud and Corruption in the Project Work of Caritas Germany

<http://portal.centre.caritas.de/arbeitsundmensch/ci-portal/Documents/Leitlinien%20Korruption%20englisch.docx>

The evaluation consultant(s) should meet with the following, required skills and competence profile:

Required:

- Evaluator should be a **reliable and effective project manager with extensive experience in conducting evaluations and a proven record in delivering professional results.** (Consultant is required to send samples of relevant evaluation).
- In-depth knowledge and experience in the **planning and development of (comprehensive) social services and structures for vulnerable groups of population.** Knowledge and experience in community activation, volunteer work and advocacy is required.
- Knowledge of strategic and operational management of **humanitarian and/or development operations**, as well as proven **ability to provide strategic and practical recommendation to key stakeholders.**
- Strong analytical skills and **ability to clearly synthesize and present findings, draw practical conclusions, make recommendations** and prepare well-written reports in a timely manner.
- **Country/regional experience** in Eastern Europe/former Soviet Union countries (ideally Ukraine).
- **Language skills:** Fluency in written and spoken English, ideally in conjunction with good skills in spoken Russian or Ukrainian.

Optional:

- Experience in qualitative and/or quantitative data collection and data analysis
- Strong expertise in using participatory tools
- Familiarity with transparency and downward accountability processes and their values.
- Good understanding and appropriate sensitivity in regard to different cultures and traditions.
- Minimum qualification of a master's degree or equivalent combination of education and relevant work experience.

11. Terms of Payment:

The evaluator is to receive payment from Caritas Germany in 3 instalments:

1. **1st Payment:** 30 % upon signing of the contract;
2. **2nd Payment:** 30 % upon the submission of the first draft of the evaluation report;
3. **Final Payment:** 40 % upon the submission of the final evaluation report, subject to its acceptance by Caritas

Caritas Germany will not settle any payment unless the consultancy institution accomplished all the tasks in a timely fashion. The basis for payment scheduling is to be determined during contract negotiations.

12. Application Procedure

Interested candidates should submit their application material by 12.07.2021

The application itself should include the following components:

- Curriculum Vitae (CV) including 3 professional references, and indication of daily rates
- Cover letter transparently summarizing relevant experience in [Insert: Area, Program, etc.] as well as practical experience in planning and conducting project evaluations
- Track record of conducted studies, research, publication and references

- A technical proposal for the evaluation, including the proposed evaluation methodology and work plan
- Financial proposal⁵ underlying the evaluation, including proposed fee for a maximum of [Insert: the total days of the evaluation] working days
- A sample of recent writing (report or similar) relevant to the terms of reference stated above

The proposal should be addressed to:

Gernot Krauß

Desk Officer

Caritas Germany

Karlstraße 40,

79104 Freiburg

Phone: + 49 (731 200 392) [Insert: Telephone number]

Email: gernot.krauss@caritas.de

Homepage: <http://www.caritas-international.de>

⁵ See Financial Proposal *Annex 6*

Annexes

- **Annex 1:** Table of content for the Inception Report # 693677 [in Terms of Reference]
- **Annex 2:** Table of content for Evaluation Report # 693679 [in Terms of Reference]
- **Annex 3:** Template for Work plan – Timeframe # 693684 [in Terms of Reference]
- **Annex 4:** Evaluation Matrix Template #693681 [in Terms of Reference]
- **Annex 5:** Caritas Internationalis and Caritas Germany Ethical Guidelines and Code of Conduct #693687 [in ToR].
- **Annex 6:** Financial Proposal # 693701 [in Terms of Reference]

13. Terms of Reference Guidelines

4. **Tool 1:** Evaluation Criteria Guidelines # 693891 [Internal]
5. **Tool 2:** Standard OECD-DAC-Criteria for Development Assistance # 693659 [Internal]
6. **Tool 3:** Evaluation Criteria for Humanitarian Assistance (ALNAP) # 693649 [Internal]
7. **Tool 4:** Cross-Cutting Issues # 693662 [Internal]
8. **Tool 5:** Documents to follow when Projects financed by External Donors # 693692 [Internal]
9. **Tool 6:** General Terms and conditions for Consultancy and Expertise contracts EN: #415269; DE: #409691 [Internal]

14. Bibliography for the Terms of Reference # 693894 [Internal]