



Consultancy
Summative Evaluation and Feasibility Study

May 24, 2023

Creation of Sustainable Livelihoods and Durable Solutions for Young Refugees and Host Communities in Zambia and Zimbabwe

Terre des hommes Germany (TDH) is a Child Rights Non-Profit organization which supports and creates partnerships with local organisations in programmes that raise awareness and address the causes of poverty and injustice affecting children and youth in Southern Africa by advocating for their Rights.

Tdh in partnership with its local partner organisations has been implementing a project in Zambia and Zimbabwe with the overall goal: *“The project contributes to improved living conditions for refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia.”* The **outcome** expected at the end of the project was, *“1,800 young people (958f/842m) in the refugee camps Mantapala in Zambia and Tongogara in Zimbabwe as well as from the host communities have skills to cope with their everyday life and 600 (328f/272m) of the qualified young people earn a profitable, steady income independent of external aid.”*

The present consultancy will have two main purposes:

1. To conduct a summative project evaluation for the current project ending December 31, 2023, and
2. To analyze the feasibility of a potential follow-on project and how it can be designed for upscaling the impact and sustainability of the overall initiative.

Consultant Profile: Sound experience in the evaluation of multi-country and multi-sectoral projects with a focus on development of models for migration, child and youth development, livelihoods and income-generation and mental health and psychosocial support. Good understanding of the socio-economic and political situation in the countries involved (Zambia and Zimbabwe). The Evaluator/s should be fluent in English and have excellent communication and writing skills. The evaluator must commit to tdh child safeguarding code of conduct. Tdh has the discretionary power of screening the selected applicant on criminal charges on child offenses prior to contract signing.

Applications, including CV and cover letter outlining qualifications for the assignment and a proposal for the consultancy, together with a list of 2 professional references should be sent to: tdhsaco@gmail.com **until June 07, 2023 at 17:00 Central African Time and marked, “Refugees Study” in the subject line.**

Due to anticipated high volumes of applications, please note that the selection team will only respond to shortlisted candidates. If you have not heard from tdh by 30 June 2023 please know that your application has not been considered this time.

Creation of Sustainable Livelihoods and Durable Solutions for Young Refugees and Host Communities in Zambia and Zimbabwe

01.10.2020 - 31.12.2023

External Evaluation of Phase I and Feasibility Study of Phase II Terms of Reference (TOR)

1. Background and Rationale

In Zimbabwe, the Tongogara Refugee Camp has existed since 1984 and was founded at that time to receive civil war refugees from Mozambique. In 2020, about 14,189 (as of January 2020, 53% male and 47% female) refugees and asylum seekers live in the Tongogara Refugee Settlement. The majority of them (10,690) have fled the political unrest in the Democratic Republic of Congo (DRC). Other refugees have arrived at the camp from the Great Lakes region and the Horn of Africa (Rwanda, Burundi, Somalia, Ethiopia and Eritrea) via unofficial access points or via Mutoko and with IOM support. A large part of the supply services is provided by external support. UNHCR, WFP, UNICEF and INGOs distribute food, cash, clothing and hygiene products. Five percent of households in the camp are headed by children. At 36 percent, the age group between 16-35 years represents the majority of the people living in the camp.

The young people living in the camp are confronted with an uncertain future, traumas caused by experiences of flight or abuse and intercultural conflicts within their age group. Psychosocial problems are compounded by a lack of self-esteem, basic life skills and a persistent lack of prospects. The consequences are negative coping mechanisms such as drug use, domestic and gender-based violence, child marriages and unplanned teenage pregnancies. In addition to emotional instability and cases of depression, a high degree of dependence and lack of self-drive leads to a lack of motivation to develop one's own perspectives. Due to lack of prospects and often uncertain futures, school and vocational training are given insufficient importance.

Although about 15 percent of refugees are involved in income-generating activities, these ventures have volatile profitability and the vast majority of those affected continue to rely on food aid. There are very limited opportunities for young people to provide for themselves in addition to the aid supplies, as they lack their own sources of income. Zimbabwe's Encampment Policy also restricts the freedom of movement and the right to work for camp residents. With the exception of highly qualified workers, the refugees have practically no access to alternative sources of income in formal employment outside the camp or to the financial services sector (for example, to take out business loans). However, refugees are allowed to work in their host communities as long as local statutes of local authorities are followed. In the case of Tongogara, they must be formally organized and registered with the relevant authority. The project partners will support the groups in this process so that the young people can carry out their undertakings in a legally secure manner. The Zimbabwean government is also vigorously pursuing the implementation of the Global Compact on Refugees (GCR). As part of this process, it is committed to "strengthen the self-

reliance of refugees, asylum seekers and hosts by promoting access to livelihood opportunities and entrepreneurship programs, providing additional agricultural land, facilitating access to financial services and employment, and involving women, young adults and people with disabilities in the promotion of inclusive economic growth.

The young people also have low levels of education. Only 5 percent have completed technical vocational training or have acquired skills in craft trades in informal training courses. In addition, there is only limited knowledge of entrepreneurial skills to develop profitable and sustainable strategies for securing their own livelihoods. There is lack of access to financial and material resources for setting up one's own businesses. Young people lack collective mobilization to scale up their sources of income, as well as market connections and participation in distribution networks.

In Zambia, in the last quarter of 2017 tens of thousands of people fled the DRC from civil and political conflict. At the beginning of 2018, the Mantapala Refugee Settlement was built for almost 15,200 refugees. In 2020, about 14,489 people live in Mantapala (as of January 2020, 51% female and 49% male). 49% of the refugees are children and adolescents under 18 years of age. 1,561 young people between 18 and 24 years of age currently live in the camp (49.8% female and 50.2% male). Refugees from the DRC make up the majority of the groups by country of origin, at over 90 percent.

For many of the young people in Mantapala, their traumatic experiences from their countries of origin are still fresh in their minds as they only just occurred a short while ago. The time to process the trauma has not yet been completed, but it is often suppressed. The experiences and ongoing distress create a broad spectrum of psychosocial problems at individual, family and inter-societal level. The mental health and well-being of many young people are at risk. In Mantapala, too, negative patterns of behavior and manners are the result of unprocessed experiences. Sexual and gender-based violence, drug abuse, teenage pregnancies, psychological and emotional abuse as well as strong frustration and potential for violence characterize the daily lives of many young people. A lack of prospects and the withdrawal of social status are barriers for many young people in developing their own abilities and skills.

The majority of households in Mantapala are characterized by low-income levels. The average monthly income is currently 17 USD per month. Households are generally not able to provide basic food, health and education services on their own. Young people have marginal earnings from work for members of the host communities (agriculture). Only 10.2 % have formal employment with a regular income. 72 % depend on the services of international organizations and government aid and earn marginal income from casual work.

Market structures are established in Mantapala. However, young people lack the entrepreneurial skills, language skills and access to distribution structures in the region to build profitable businesses. They also lack access to resources and capital. The young people have low levels of education. Only 26 percent of the under-18s currently attend school. Only 36 percent have completed secondary school. Education and training centers for vocational training are not available in Mantapala. Only 0.3 % of young people have completed formal vocational training.

Project Overall Goal and Target Groups

Given this background, the **project overall goal** was, *“The project contributes to improved living conditions for refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia.”* The **outcome** expected at the end of the project was, *“1,800 young people (958f/842m) in the refugee camps Mantapala in Zambia and Tongogara in Zimbabwe as well as from the host communities have skills to cope with their everyday life and 600 (328f/272m) of the qualified young people earn a profitable, steady income independent of external aid.”* The expected **outputs** were:

- Young people from refugee camps and host communities have access to psychosocial support services and are empowered to make informed decisions about their health and living conditions.
- Young people from the refugee camps and the host communities have expanded their competencies to entrepreneurial skills as well as their technical skills in income-generating enterprises and are able to develop and implement their own livelihood strategies.
- Young people from the refugee camps and host communities have access to necessary production resources and distribution markets.
- The capacities and network connections of the implementing organizations to continuously improve the economic livelihoods of young people from the refugee camps and the host communities are strengthened.

The following were the expected **direct target groups** and **results (outputs)** of the project for both Zambia (ZA) and Zimbabwe (ZW):

- Zambia: The direct target group in Zambia comprises 1,000 young people (586 female and 414 male), 95 percent of whom are between 18-24 years old. 5 percent are also particularly vulnerable young people from child-headed households between 15-17 years of age. 5-10 percent of the direct target group comes from the host community in order to prevent conflicts and promote intercultural reconciliation and integration processes. 450 of the young people benefit from livelihood measures. The indirect target group comprises 1,120 parents, family carers and other young community members (680 female and 440 male).
- Zimbabwe: The direct target group in Zimbabwe comprises 850 teenagers and young adults aged 16-35 (442 female and 408 male). In Zimbabwe, 5-10 percent of the direct target group also comes from the host community. 250 (130 female and 120 male) of the young people benefit from livelihood measures. The indirect target group consists of approximately 2,000 young people (1,040 female and 960 male), who are reached through multipliers, dialogue sessions and awareness measures.

Rationale

During project implementation, tdh Germany and the implementing partners completed a baseline study of the situation in the two project sites. A baseline report will be made available to the contracted consultant for this evaluation and feasibility study. In addition, tdh and its partners developed a concept note for a potential follow-on project to be submitted to BMZ for funding. Results from this evaluation and feasibility study are therefore important in that they will be used to inform the proposal development process set to begin by July 15, 2023. The focus of the new follow-on project (if funded) will be on

consolidation and further sustaining the achievements of the current project (ending December 2023), thus, the target population and expected outcomes will be aligned with those of the current project.

The present consultancy will have two main purposes:

3. To conduct a summative project evaluation for the current project ending December 31, 2023, and
4. To analyze the feasibility of a follow-on project and how it can be designed for upscaling the impact and sustainability of the overall initiative.

2. Scope, objectives, and users of the evaluation

The objectives of the external evaluation of Project Phase I are to:

- a) Assess the extent to which the project achieved its intended overall goal, as well as outcomes and outputs during the project phase
- b) Assess factors (in design, implementation, and others) that have contributed to or impeded achievement of expected outcomes and outputs
- c) Assess and provide clear and specific recommendations to improve, if needed, the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project according to the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria, as per key evaluation questions (KEQs) as outlined below
- d) Provide reflections, learnings, and recommendations to improve strategies and performance of the potential follow-on project, should it be approved and funded.

The objective of the feasibility study of the potential follow-on project are to:

- review the project context (including policy) and conduct stakeholder analysis complementing the analysis that was already conducted as part of the baseline study
- complement the conclusions and recommendations drawn by the evaluation by providing specific recommendations on the relevance, effectiveness, and efficiency of the potential follow-on project proposal (objectives, measures, and key activities), and
- evaluate whether the proposed solutions (livelihoods and mental health and psychosocial support) are expected to address the gaps and the opportunities identified by the evaluation of current project, to consolidate and upscale the initiatives and impact of the current project.

The main users of the present evaluation and feasibility study will be tdh, implementing partners (tdh, Caritas Zambia, Childline/Lifeline Zambia, Childline Zimbabwe and COPAZ) as well as BMZ; lastly, communities and children and all other actors involved in the project, who will benefit through exchange of learnings and active participation in identifying needs, priorities and defining solutions. The study is also an opportunity for building the awareness and capacity of the project's main stakeholders.

3. The evaluation and feasibility study questions

The key evaluation and feasibility study questions will include, but are not limited to the following:

3.1. Context, Partner Organization, Target Group and Stakeholders

Context/Situational/Problem Analysis

- Has the status and nature of living conditions of refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia changed because of the implementation of the current project?
- What are the remaining and emerging context specific factors that negatively affect the living conditions of refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia?

Analysis of the local partners' capacities

- What were the local partners' institutional, technical, staffing, and financial capacity gaps in implementing the project and the potential extension?
- What measures are needed to build the local partners' organizational and general capacities?

Assessment of the target group

- What are the target groups for the project and their needs? What criteria are or should be used in the selection of the target group?
- What is the target group's potential especially regarding ownership/initiative, self-help activities and local problem-solving capacity? What is the gender/age/cultural/legal/political and other barriers? How can this potential be strengthened?

Stakeholders

- What are the interests of the stakeholders? Are there any visible conflicts of interest? What interdependencies are to be expected between the project and other interventions/projects supported by the stakeholders? How will this be considered in the project concept?

3.2. RELEVANCE:

Evaluation of current project

- What specific, existing gaps were filled by the initiative at the various levels, micro, meso and macro?
- To what extent did the initiative respond to priorities and needs of the target groups in general and of specific groups (based on gender, age) and roles?
- Assess how relevant the project planning, monitoring and evaluation (PME) system was in generating useful information for project design and measurement

Feasibility of a potential follow-on project

- Is a follow-on project relevant to consolidate and upscale the impact of current project?
- Are the proposed project measures adequate for measuring project performance and addressing the gaps and opportunities of the current project?
- To what extent is a follow-on project relevant for the implementation of policies and strategies related to improving the living conditions of refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia?
- Is the proposed project addressing specific needs, priorities, and opportunities and challenges outlined by the main stakeholders in the current project?
- What design, institutional, organisational, relational, etc., issues need to be considered for a follow-on project?

3.3. COHERENCE (external evaluation only)

- a) Internal coherence

- Was the project in line with at least one of tdh's strategic objectives? Did it create synergies among the strategic objectives?
- Did the project contribute to the regional strategic plan of tdh in Southern Africa? To what ToC and pathways, it contributed to?
- Was the project in line with tdh's principles and guidelines on safeguarding and child and youth participation?
- Was the project in line with the local project partner's objectives/strategies and did it consider the local partner's mission and capabilities?

b) External coherence

- How was the project linked or contributing to national, regional and international development policies and intervention areas?
- Was the project's methodology and activities up to date and in line with local/national/international research findings in the area of intervention.
- Which added value does the intervention have in comparison with other projects/programmes in the same field of action and/or in the same locality?
- Did the project consider findings/lessons learnt from other projects/programmes and actors in the locality/in the thematic area of intervention for complementarity and harmonisation?

3.4. EFFICIENCY

Evaluation of current project

- To what extent have the initiative modalities been executed in an efficient manner by the implementing partners? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?
- Did the initiative track outputs and outcomes in a credible, systematic manner? If yes, how?
- What mechanisms (formal or informal) had been put into practice to capture and use results, experiences and lessons (allowing for adaptive management)?

Feasibility of a potential follow-on project

- Are the project measures (inputs/ activities and outputs) essential to achieve the intended results?
- Is there any other more cost-efficient way to achieve the same results?

3.5. EFFECTIVENESS:

Evaluation of current project

- What were the results of the initiative? To what extent were the intended results (outputs and outcomes) achieved?
- To what extent those results can be attributed to the project?
- To what extent has the initiative been cost-effective? What has been the initiative's value for money?
- What were the factors that supported and / or impeded the success of this project?
- What were the unintended (positive or negative) results? What results are yet to be achieved or have been under-achieved?
- What were the main strategies and approaches that proved to be effective for the achievement of project results? What are the best practices that are recommended to continue/ be upscaled?

- What adaptive management mechanisms were put in place in response to changing circumstances such as COVID-19 related issues?

Feasibility of a potential follow-on project

- Are the activities, outputs and inputs planned in the project adequate to achieve the intended objectives of improving the living conditions of refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia?
- Are the measures and the chosen methodical approach suitable to achieve the project outcome and outputs?
- What **measures does** the study recommend achieving the objectives?
- What is the efficiency and the effectiveness of the initiative implemented in comparison with other organisations that are implementing similar programmes?

3.6. IMPACT

Evaluation of current project

- To what extent has the project contributed to the overall Goal (Impact), i.e. *“The project contributes to improved living conditions for refugees and host communities in Tongogara, Zimbabwe and Mantapala, Zambia”* and tdh strategic goals?
- To what extent has the project contributed towards longer-term holistic and enduring changes in systems or norms?
- What are the long-term effects envisaged on forcibly displaced children and youth and host communities’ well-being, human and child rights and the environment?

Feasibility of a potential follow-on project

- How has the implementation of this project established required conditions for the success of the potential follow-on project in the same geographical areas?

3.7. SUSTAINABILITY:

Evaluation of current project

- Are the institutions and initiatives created by the project sustainable (economically, technically, financially, institutionally, environmentally)? Can they continue without the support of the project and to what extent?
- What are the main factors that promoted and/or reduced the sustainability of the initiative?
- What were the missed opportunities? How can the initiative address gaps in the future to enhance the sustainability of the project?
- Which **activities at meso and/or macro level (multi-level approach) could** be implemented to increase sustainability?
- What are the recommendations and lessons learned that can be applied to improve the sustainability of the next phase of programming (if at all)?

4. Feasibility of a potential follow-on project

Based on the learnings from the current project, what are the main pillars and strategies to ensure sustainability? Are there any additional inputs/resources/activities/ strategies needed to meet those requirements?

Economic sustainability

- Are the activities/ outputs/ inputs/ strategies planned enough and adequate to guarantee the feasibility/sustainability of the measures proposed? What are the additional activities/ outputs recommended? What strategies are recommended?
- What are the activities that are key to sustain the support provided to communities and project ownership when the project is finished?

Institutional Sustainability

- What will be the legal/technical/institutional requirements for the initiatives proposed to continue after the end of the project?

Technical sustainability

- Are the service providers going to be technically fully equipped to continue providing quality services after the project is finished?

Environmental sustainability

- To what extent can the proposed measures ensure environmental sustainability?

5. Methodology

The evaluation will employ a Utilisation-Focused Evaluation (UFE) participatory approach to ensure that data can be sufficiently triangulated to deliver aggregate judgments and to allow project stakeholder's learnings and ownership for project improvement areas identified. This should be a mixed methods study and may include literature review; quantitative data collection, interviews and focus groups discussions.

The evaluation is expected to use participatory outcome analyses and a target/actual comparison based on the project proposal and indicators to determine the project results and impacts achieved so far (direct and indirect, short, and medium-term, intended, and unintended). In addition to this, the evaluation team will employ a gender-age sensitive approach.

6. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution and use of the results of the evaluation. The evaluation consultancy is expected to retain independence in coming to judgments about the initiative and employ participatory and collaborative approach providing for meaningful involvement of tdh, implementing partners and key actors, such as United Nations agencies, government ministries, community leaders and community volunteers, respecting a gender balance whenever possible.

7. Roles and Responsibilities

The evaluation will be jointly managed by a committee composed by the tdh, implementing partner staff appointed by the regional coordinator and director, respectively. Roles and responsibilities involve:

- Review and selection of consultant
- Inception meeting
- Provision of all relevant documents and information

- Support for logistics and appointments during the evaluation
- Technical guidance for the evaluation consultants
- Leadership of the evaluation draft report review process including collating comments and facilitating discussion
- Feedback of the evaluation findings to project managers, implementors and main actors

The evaluation consultants will report to the Regional Coordinator of tdh on all issues related to the evaluation and deliverables and feedback processes.

8. Evaluation Process

The consultants will prepare **an evaluation inception report and work-plan** that will operationalize the Terms of Reference. The inception report will address the following elements: understanding of the TORs, expectations of the evaluation; roles and responsibilities within the evaluation consulting team; any refinements and elaboration to evaluation questions; methods – quantitative and qualitative data collection and case study, including possible constraints; outline of the final evaluation report and feasibility study and an evaluation and feasibility matrix linking questions – methods – data sources and indicators. The inception report will be approved by tdh.

The consultants will prepare the **draft and final evaluation/ feasibility reports** that describe the methodology (briefly), findings, recommendations, and lessons.

The main activities and evaluation timetable for this consultancy is set out below:

Evaluation/ feasibility study Process	Timeline	Responsibility
Consultant contracting	June 12, 2023	Tdh
Inception report submitted for approval <ul style="list-style-type: none"> • Report outline • Data collection tools • Detailed data collection plan 	June 14, 2023	Consultants
Data collection	June 30, 2023	Consultants
Draft report	July 15, 2023	Consultants
Final report	July 31, 2023	Consultants

9. Deliverables

The consultants will prepare, in English:

- Final evaluation report (no longer than 30 pages), excluding annexes, summarising key findings and recommendations
- Final feasibility study report (no longer than 20 pages), summarising key findings and recommendations

All reports are to be submitted to tdh regional office and to be reviewed, prior to finalisation, by the tdh regional office and head-office.

10. Audience and Dissemination

The main audiences for the evaluation and feasibility study will be: tdh, BMZ, implementing partners and key stakeholders who have been directly involved in the initiative.

11. Consultant Requirements and Level of Effort

Applicants may be individual consultant, a group of individual consultants (with sufficient gender balance) with a designated team lead, or consulting companies with relevant evaluation and feasibility study expertise. Applicants must have at a minimum the following qualifications:

- Substantial experience in conducting both evaluations and feasibility studies to a high standard in the region that utilize mixed methods and participatory and gender sensitive approaches,
- Proven experience in the evaluations and feasibility studies of projects and programmes in the field of forcibly displaced children and youth, livelihoods, community development,
- Experience in international development cooperation with a focus on migration and organisational development,
- University degree or comparable degree in the field on Child Development, Migration, Community Development and Business Development or another related field,
- Fluency in English (written and spoken). Consultants are expected to budget for translation of languages spoken by persons of concern in the respective camps
- Residence in Zambia and/or Zimbabwe,
- Willingness to travel to communities where the project operates; and
- No conflict of interest with tdh, BMZ or the four implementing partners.

The expected level of effort for the evaluation is approximately 30 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Proposals must include the following:

A. Technical Proposal

- A narrative proposal (no more than 10 pages excluding annexes) and including the following sections:
 - a) Evaluation Methodology: Describe your overall approach and evaluation methodology including, and not limited to, evaluation questions, evaluation design and methodology.
 - b) Specific Expertise: Describe your level of knowledge and expertise conducting evaluations with similar scope and thematic areas.
 - c) Key Personnel and Staffing: Describe the key personnel and clear division of tasks. Include CVs (no more than 2 pages each and attached as annex) of key personnel who would be part of the proposed plan.
 - d) Timeline: Include a detailed timeline of key activities and number of days per activity.
 - e) Sample report: one sample evaluation reports (published reports or unpublished reports approved by the respective clients) focusing on the same sector/theme.

B. Financial proposal

- The financial proposal should include detailed line-item budget, with unit and total costs, and including transport and accommodation, in USD. Taxes and insurances shall not be included as this will be of the entire responsibility of the consultant.

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