

Terms of Reference (TOR) – Learning Review on the CAMEALEON model

1. About CAMEALEON

The Cash, Monitoring, Evaluation, Accountability and Learning Organizational Network (CAMEALEON) is conducting independent evaluation and research on the World Food Programme's multi-purpose cash programme (MPC) in Lebanon. CAMEALEON is understood to be the first project of its kind; independent MEAL of a UN cash programme being conducted by an NGO led network of multi-disciplinary partners.

The aim of the project, which is a partnership between NRC (grant holder), Oxfam and Solidarités International, is to help improve the effectiveness, efficiency and accountability of unrestricted cash assistance to 23,000 Syrian refugee households. CAMEALEON also seeks to contribute to wider sectoral knowledge and learning on humanitarian cash assistance.

The current project runs from December 2017 until March 2020 and is being funded by a consortium of donors; European Civil Protection and Humanitarian Aid Operations (ECHO), the UK Department for International Development (DFID), the German Federal Foreign Office (GFFO) and the Norwegian Ministry of Foreign Affairs (NMFA). The project is governed by a Steering Committee, comprised of the donors, which also include EU Madad, who joined the Steering Committee in 2018 but are not a direct funder of CAMEALEON, and WFP.

2. Objectives

Primary objective

The primary objective of this review is to map out the aspects of the CAMEALEON structure and set-up that facilitate or hinder achievements against the project deliverables. We are seeking to understand which of these aspects are context specific or could be replicated in other contexts. The study will contribute to:

- Documenting the lessons learned from establishing and implementing the CAMEALEON project in Lebanon e.g. resources, systems and operational requirements
- Identifying strengths and constraints of the CAMEALEON model and its potential replicability in other contexts
- Informing the design and approach of a potential project extension of CAMEALEON in Lebanon: 2020 and beyond

The specific objectives of this review will be to:

- Document the evolution of the CAMEALEON model from its initial stages to its current form including the rationale for key decisions and decision-making processes
- Map out CAMEALEON's contributions to the Lebanon humanitarian response
- Identify key factors that affect the efficiency, effectiveness and accountability of the CAMEALEON model
- Generate learning of global relevance on what features of the CAMEALEON model are optimal for quality in a given context and on the rollout of large-scale cash approaches

3. Methodology

The Review is broken into four phases: (i) inception, desk review and remote key informant interviews; (ii) field visit and primary data collection; (iii) drafting and revising a summary report of key findings; and (iv) dissemination of key findings.

Phase 1: Inception and desk review

- Defining Review methodology, including parameters of engagement with CAMEALEON, including for sharing available contractual, financial, programmatic and monitoring and evaluation (M&E) information.
- Information and document sharing are governed by a Mutual Non-Disclosure and Confidentiality Agreement.
- Conducting a desk review of relevant available documents and information (including analysis leading to development of CAMEALEON; donor funding decisions; consortium agreements and coordination; programme documents and reports; expenditure data; M&E and learning data and findings) and preliminary interviews with key stakeholders to:

- Identify specific areas of focus for the Review drawing on elements of the CaLP Operational Models Analytical Framework which are most relevant.
- Refine the Framework methodology for data collection in Lebanon and design/adapt relevant data collection tools.
- Identify relevant stakeholders with whom to conduct interviews and plan field data collection.
- Draw preliminary findings from available secondary data in response to key study objectives.
- Draft an inception report based on the above, and share with CAMEALEON Secretariat prior to field deployment.

Phase 2: Field Visit

A 10-day field visit will be conducted in Lebanon to enable primary data collection for this study. This will include face to face Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with key stakeholders, including where feasible and relevant CAMEALEON Secretariat, wider staff from the CAMEALEON membership and other key stakeholders. This will also enable the research team to seek additional relevant literature to inform study findings.

Given the limited timeframe available for fieldwork, the collection of statistically significant primary data will not be feasible. As a result, the availability of quantitative data from CAMEALEON will determine the extent to which quantitative aspects of the CaLP analytical framework on Operational Models can be used in this study.

Phase 3: Analysis and Summary Report

Information collected through phases 1 and 2 above will be analysed and findings will be summarised into a two-part report:

- A) The first part being a max 30pg report for an 'internal' audience of the consortium member organisations and CAMEALEON secretariat.
- B) Then secondly a shorter 10pg 'external' report summarizing learning of global relevance on (i) what features of CAMEALEON are optimal for quality in a given context; and (ii) the use of the key findings, successes, limitations and risks.

Deliverables, including the final report, will be reviewed by CAMEALEON Secretariat as well as HO Technical staff from Oxfam, SI & NRC. Members of the Review committee for the consultancy will be provided with an opportunity to review the draft summary report. Final decisions on content will be made by CAMEALEON Secretariat, in consultation with all stakeholders.

Both reports should follow this standard format:

- Executive summary
- Introduction and a summary of the key characteristics of CAMEALEON
- Description of methodologies and approach, scope and limitations
- Analysis and key findings based on priority review parameters
- Conclusion: lessons learned and recommendations (from both country-specific and global perspective)
- Annexes: persons interviewed, documents consulted, data collection and analysis tools, etc.

Phase 4: Dissemination of key findings

The final report (both internal and external) will be presented to the relevant key stakeholders. The Consultant is expected to present the key findings of the internal report to the CAMEALEON Secretariat and similar internal stakeholders via a webinar format, with Q&A. In addition, the Consultant may be asked to present the key findings at a discussion with external stakeholders, such as the WFP Multi-Purpose Cash Steering Committee.

4. Prospective timeline

- Sep-Oct 2019 – Recruitment of Consultant
- Oct 2019 – Contracting of Consultant
- Nov 2019– Phase 1 (10 days' work) and Phase 2 (10 days' work)
- Dec 2019 – Phase 3 (10 days' work)
- Jan 2020 – Phase 4 (5 days' work)

5. Roles & responsibilities

The CAMEALEON Secretariat will ultimately be responsible for ensuring this Review takes place. A Review committee will be established to support the Consultant. The Review committee will oversee administration and overall coordination, including monitoring progress. The main functions of the Review committee will be:

- Establish the Terms of Reference of the Review;
- Select Consultant (s);
- Review and comment on the inception report and approve the proposed methodology;
- Review and comment on the draft Review report;
- Establish a dissemination and utilization strategy.
- If needed, the Review committee will establish a reference group consisting of internal and external subject matter experts.

6. Payment Schedule:

It is anticipated that payments will be made in two instalments:

- 50% on sign-off by RC of the inception report, including methodology and draft data collection tools
- 50% on sign-off the final research report by Review committee.

7. Essential profile of the consultants:

The consultants should have the following essential skills and knowledge:

- Post-graduate qualification in a relevant discipline
- Substantial experience leading humanitarian research and learning initiatives, including development of methodologies and data collection tools, desk and field-based and participatory data collection, and data analysis
- Proven track record of delivering high quality written work
- Demonstrated experience and understanding of humanitarian operational models
- Demonstrated understanding of humanitarian programming and cash transfer programming
- Previous experience working in Lebanon and/or the wider Syria crisis response is desirable, but not essential
- Knowledge and experience of the ways of working within the humanitarian system
- Ability to communicate complex subject matter in an accessible manner and translate research findings into practical recommendations
- Experience of working remotely and in-person with a diverse range of stakeholders, ensuring effective consultation and engagement is achieved
- Fluency (written and oral) in English. Arabic language skills are of added-value, but not essential (translators will be arranged as necessary)

8. Application Procedures

Applications are invited from suitably qualified and experienced consultants with the capacity to undertake the above activities. The consultant should submit a detailed proposal with the following components:

a) Technical proposal to include:

- Maximum of three pages outlining the Consultants' understanding of the TOR and the proposed methodology to conduct the assignment, including techniques and tools to be used
- A copy of the consultant's CV
- A sample of consultant's previous work

b) Financial Proposal detailing the following:

- Itemized consultant's fees and costs - consultant should indicate professional rates and time input for each team member (where relevant)
- Validity period of quotation

Budget

- *Phase 1: Inception and desk review – 10 days*
- *Phase 2: Field Visit – 10 days*

- *Phase 3: Analysis and Summary Report – 10 days*
- *Phase 4: Dissemination of key findings – 5 days*
 - a. *Total 35 days' work (to indicate professional rates and time input for each team member where relevant)*
 - b. *Plus travel and administration*