

Call to tender for an

Emergency Response Review of NRC’s Ukraine Response

# Background information

The Norwegian Refugee Council is currently scaling up operations in response to the humanitarian needs caused by the war in Ukraine through four interconnected operations:

* Resumption and rapid scale up of humanitarian relief for internally displaced and other conflict-affected communities inside Ukraine.
* Essential support for refugees in neighbouring countries.
* Cross-border relief, supplies and services from Poland and other neighbouring countries to strengthen, expand and resupply the ongoing operations of NRC Ukraine.
* Principled and evidence-based advocacy and media work to highlight the humanitarian crisis and advocate for protection of conflict and displacement-affected people, their access to humanitarian aid, and for a principled humanitarian response.

**HUMANITARIAN RELIEF FOR INTERNALLY DISPLACED AND OTHER CONFLIECT-AFFECTED COMMUNITIES INSIDE UKRAINE**

NRC is one of few international organisations with its own staff directly operational on the ground inside Ukraine. Since 2014 we have provided humanitarian relief and services to 700,000 Ukrainians. Our humanitarian workers have been working in, and for, conflict-affected communities in Luhansk and Donetsk – along the previous frontline in the east – from our base in Severodonetsk. Our staff are directly affected and have been forced to take shelter and flee from attacks. At first, we had to close our office in Kyiv and set up a temporary operational centre in Western Ukraine. We are now in the process of reopening the Kyiv office once again and ramping up our humanitarian operations in the country with a plan to go back to our work in the east and seek to meet the wider needs of conflict-affected communities in Ukraine. As NRC scales up to meet the high level of new displacements, we have sent in surge staff and emergency response teams to enable NRC Ukraine to provide essential services. While the situation on the ground is constantly evolving – and will have changed considerably by the time this review takes places - our services currently do, or plan to, involve cash distributions, shelter and water/sanitation needs for displaced in collective centres and elsewhere, and the distribution emergency relief. We will also plan on using our expertise to provide critical relevant information about freedom of movement, access to basic services, and assistance, including emergency shelter solutions locally available and market information, using online means to support the most vulnerable and provide essential information. Our work involves closely working with our Ukrainian colleagues and partners, bringing our humanitarian, access, and coordination expertise to support their efforts. This includes finding opportunities to build capacity and work with partners and networks to gather and provide essential information, distribute resources and enable access to direct services for those most in need.

**ESSENTIAL SUPPORT FOR REFUGEES IN NEIGHBOURING COUNTRIES**

Since the onset of the conflict, we have seen large-scale displacement into neighbouring countries – mostly women, children, elderly and people with disabilities. Gatherings at the border areas are putting significant strain on services and goodwill of local communities in those areas. Local governments, organisations and communities have made a massive effort to support people fleeing the fighting, but they are stretched. In response, NRC is setting up humanitarian operations for refugees arriving in Poland, Romania and Moldova.

NRC has started and/or is setting up operations that will cover:

* Direct cash assistance to vulnerable refugees on arrival, so families can make choices, find temporary accommodation, purchase necessary items – food and medical supplies - secure transportation and to support them to address specific protection threats.
* Mobile and digital services that enable refugees on the move to access critical information and resources to support their protection. Working with key private sector partners and local actors, we will provide mechanisms and services that can be used across Europe and neighbouring countries as refugees travel to find safe places to settle.
* Partnerships with local actors that build on their significant efforts to date and enhances their existing areas of expertise. Enabling affected Ukrainian civilians to implement self-protection strategies and for host communities to resiliently meet the additional needs of refugees. NRC will provide training, guidance and resources to enable local groups and communities to welcome, support and integrate refugees.
* Strengthening the emergency systems in place. Supporting communities, governments, local authorities and emergency coordination mechanisms to enable them to respond effectively and to boost their capacity and expertise in humanitarian response.

These approaches will be applied within NRC’s core competencies to deliver:

* Education programming that supports immediate learning needs of children and youth, providing safe spaces and psychosocial support through our Better Learning Programme.
* Shelter support that provides support to transit centres and cash for rent to enable families to access temporary accommodation and secure access to safe and secure homes.
* Information, counselling, and legal assistance that supports undocumented refugees and provides essential information and legal documentation for protection.
* Urban displacement outside of camps (UDOC) approach that strengthens existing governance structures adopting an area-based programming approach that addresses protection needs and identifies and supports vulnerable individuals.
* Protection interventions to prevent, mitigate and respond to violence and harm experienced by refugees, including protection monitoring, proactive presence, individual assistance and support to self-protection.
* Analysis and operational access support that ensures operational independence, community acceptance and effective engagement and negotiations capacity for sustainable presence and programming.

Cross-border relief, supplies and service

NRC is also establishing logistics/admin hubs which will assist with cross-border operations into Ukraine. Cross-border work will be organised in partnership with local and international organisations. Programming will build on efforts by NRC Ukraine to meet needs in country and will be targeted to meet the needs of the most vulnerable. Our cross-border interventions will work to deliver appropriate in-kind services alongside cash and voucher assistance where and when vital commodities are not available through local markets inside Ukraine. NRC will also look to support displaced individuals seeking to cross the border with vital information and protection support

# Purpose of the evaluation and intended use

The primary purpose of this emergency response review (ERR) is to support and improve NRC’s response in the Ukraine and Neighbouring Countries (Moldova, Poland, Romania). The review will create space for the country teams to “step back” from their work. It should lead to immediate recommendations to improve NRC’s response for the next phase of the emergency.

The second purpose of the review is to identify wider lessons learnt which can be applied to NRC’s emergencies at the regional and global level.

Primary users are the country office management teams, and relevant regional office colleagues with secondary users being the emergency response section and the extended senior management group.

# Scope and lines of enquiry

The emergency response review (ERR) will focus on the period from Mid-February 2022 to present. It will cover the following geographic areas: Ukraine and Neighbouring Countries (Moldova, Poland and Romania).

It will assess progress against specific criteria to inform and improve the on-going programme in the Ukraine response. The review will not be limited to a specific grant but will assess NRCs overall performance in responding to the crisis.

Emergency response review criteria:

1. **Relevance** – To what extent is NRC’s response relevant and appropriate to the needs of the targeted population (including men and women)?
2. **Timeliness** – To what extent has NRC’s assistance been timely? Was the emergence response triggered in a timely? Are the correct institutional processes in place to support the emergency response in a timely way?
3. **Protection** - How has NRC has analysed protection risks and the risks of causing harm, and to what extent have relevant mitigation measures been implemented?
4. **Coverage** – Is NRC reaching those most in need of assistance at the right scale/or will likely reach these individuals?
5. **Accountability** –Is NRC’s response accountable to the affected communities? How are we engaging and enabling participation with displaced populations during the design and implementation of activities?
6. **Operational management** – Does NRC have the right management structure in place, are support structures (human resources, security, logistics, monitoring, and evaluation) resourced, and are the correct processes in place to meet the needs of the emergency response? Were the correct budgetary decisions and projections made? The evaluation criteria will be an important aspect of the review for wider institutional learning.

For each of these criteria, the ERR will provide an assessment of NRC’s performance to date, including:

* A rating (see below) based on analysis of evidence in relation to set of sub-criteria and/or questions for each of the main criteria.
* A summary of the evidence available to support the assessment should be included.
* A succinct description critical factors that contributed to the achievements gained so far?
* A succinct description of any weaknesses or gaps identified and they occurred?
* Recommendations on what can NRC do to immediately improve the response, at country, regional and global levels.

**Proposed criteria rating scale:**

* Largely achieved (with minor/few exceptions)
* Moderately achieved: a combination of strengths and weaknesses/gaps
* Partially achieved: many weaknesses and gaps
* Not achieved: no evident achievements

1. To what extent have regional and head office provided adequate support to the response at different phases? How should NRC address the main support gaps? [If this is a remote managed programme, add: Is this appropriate to remote management and what can be done to improve it?]
2. **Advocacy and coordination –** is the advocacy, communications and coordination that is NRC is currently undertaking relevant to the assistance and protection of the response and how should they focus their efforts?
3.
4. (including linking emergency to early recovery)?

Potential additional areas:

1. **\*Preparedness** – to what extent was NRC prepared for the emergency response scale up? How could they be better prepared next time?
2. **\*\* Technical quality:** how could NRC improve the current technical quality of the programme?
3. **\*\*\* Systems, structure and policy**

\* Additional question for category 2 and 3 (Large scale up)

\*\* Country offices may highlight one CC for more in-depth review/ support. This would require participation from an additional team member from either global/ geographical or experienced specialist from another country office

\*\*\* Relevant for new country set ups – avoid cross over with audit – speak to global audit team.

# Methodology

Emergency response reviews (ERR) use a specific methodology which includes the following steps:

* Clarification phase

During this phase the review team will receive, proactively gather and analyse existing data about NRC’s response. The purpose of this phase is to get a solid understanding of the context and NRC’s response (what was planned, what has been achieved to date), identify data gaps and specific areas to focus on during the review. They will do this by carrying out a desk review exercise and speaking to two or three key staff members involved in managing the emergency. At the end of this phase, they will produce a brief report clarification/inception report using the standard template. It is expected that the 6 review criteria shall be refined to examine specific points of interest that emerge through the clarification phase. The ERR team will also have engaged with the various country offices to establish a schedule and sampling plan. This sampling plan should be considerate of the fact that interviewees will largely be actively involved in delivering a large-scale humanitarian response and will not have much time to spare. No travel is expected with all data collection being done remotely.

* Data collection phase

The team will spend approximately two to three weeks collecting data which will enable them to review NRC’s performance against the six established criteria, understand why things have happened the way they have and make key recommendations for the next phase.

This phase includes the development of a response timeline, conducting a series of key informant interviews, FGDs, and potentially a survey of with relevant stakeholders. As country visits will not be taking place the review methodology should seek to use any data from consultations with displaced people that NRC has conducted through specific assessments or routine data collection/information gathering. The methodology can also explore the possibility of shaping any consultations that are planned to take place during the period of the review. This we can be explore during the clarification phase.

Where appropriate external stakeholders (donors, partners etc) can be sampled. The ERR team will use an evidence table to document and triangulate key findings.

* Validation workshop

A validation and reflection workshop takes place towards the end of data collection. Key NRC staff are engaged to discuss/validate findings, provide further data/ clarifications and reflect on recommendations. This will most likely be done virtually

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| **Approximate Dates** | **Activity** | **Who** |
| 10th May | Call for review team circulated | Evaluation Advisor  |
| 20th May | Review team selected | ERR-Steering Committee |
| 27th May | Briefing with Evaluation Team/individual – review focus, scope and methods | Evaluation advisor |
| 27rd May | Briefing with Evaluation Team/individual response background and other important considerations | Steering Committee members |
| 27rd May | Documents, list of staff and external stakeholders sent | Evaluation advisor in consultation with SC |
| 3rd June | **Clarification report developed** (using NRC’s template – includes document review, data collection methods and plan) (Deliverable) | ERR Team Leader (input from the ERR team). This requires input from the CO focal point to develop the schedule |
| 6th June – ongoing | Preparations for the data collection: setting up KI interviews, setting up surveys, identify external  | Evaluation Advisor |
| 10th June | Clarification report approved | Review group |
| 6th June to 20th June  | Data collection  | ERR Team  |
| June 28th  | **Validation workshop with team** – presenting key findings, discussing recommendations (Deliverable) | ERR Team, NRC’s emergency response team and managers |
| June 29th | **1st Draft of report (Deliverable)** | ERR Team Leader |
| July 6th  | Draft report review  | ERR SC |
| July 15th  | **Final report submitted (Deliverable)** | ERR Team Leader |
| July 29th | **Presentation to ESMG (Deliverable)** | ERR Team leader |
| August 2022 | Develop a management response including an action plan to take forward recommendations | Responsible managers in NRC |

# Evaluation principles

The views expressed in the report shall be the independent and candid professional opinion of the evaluator/s. The evaluation will be guided by the following principles and ethical considerations:

* Openness
* Broad participation - the interested parties, including the affected population/beneficiaries should be involved where relevant and possible
* Reliability and independence - the evaluation should be conducted such that findings and conclusions are as close as possible to reality and trustworthy
* The evaluations should follow NRC’s guidelines for ethics in M&E.

# Coordination and management of the evaluation

An emergency response review steering committee group (ERR-SC) will be established by NRC, with the following members:

* Marit Glad – Global Programme Director (Head Office)
* Alain Homsy - Regional Programme Director AELA (Asia Europe Latin America Regional Office)
* Youri Saadallah - Regional Support Director AELA (Asia Europe Latin America Regional Office)
* Tony Marchant - Emergency Response Director (Interim) (Head Office)

The SC will oversee administration and overall coordination, including monitoring progress.

* Establish the Terms of Reference of the evaluation.
* Select the evaluation team
* Review and comment on the evaluation deliverables
* Ensure NRC standards for emergency response reviews are applied
* Check that an management has been developed
* Ensure dissemination and utilization strategy.

The evaluation will be managed by Greg Gleed, Global Manager – Evaluation and Research (Head Office)

# ERR team

NRC is seeking a team with the following skills and experience:

**Team leader**

* Minimum ten years’ experience
* In depth understanding and experience of humanitarian emergencies
* Experience of conducting reviews, assessments, evaluations or research
* Understanding of humanitarian principles and NRC’s work
* Demonstrated analytical, communication and report-writing skills, including writing under pressure and to tight deadlines.

The team leader is responsible for the overall conduct of the evaluation in accordance with the ToR, including:

* Adjusting the evaluation methodology (supported by NRC’s evaluation advisor)
* Managing the evaluation team and ensuring efficient division of tasks between the team members
* Representing the evaluation team in meetings with the commissioning manager and other stakeholders
* Presenting evaluation findings and recommendations & submitting all outputs on time

**Review consultant**

* Technical knowledge of monitoring, evaluation, and accountability in humanitarian settings,
* Minimum three years humanitarian experience
* Knowledge and application of minimum standards (technical and CHS).

**All team members should also collectively have the following skills:**

* Fluent English
* Experience using participatory techniques in information collection
* Knowledge of gender sensitivity and gender mainstreaming approach
* Proven Analytical skills
* Facilitation skills
* Report writing skills

It should be noted that we are open to bids from single consultants and small teams

# . Application process

**Application Deadline: 20th MAY 2022**

Tenders must include the following:

* An overview of relevant experience, skills, and an outline of a proposed approach, methodology, and workplan. Bids over 10 pages will not be accepted.
* A proposed budget
* CV/s

Submit completed bids to Greg Gleed Gregory.gleed@nrc.no

We encourage individuals and teams to apply for this review. If you are interested but not able to make the bid deadline please contact Greg Gleed.