

Evaluation Terms of Reference

Depaul International/CAFOD DEC Ukraine Crisis Response Programme

I. INTRODUCTION

I.A. Evaluation Overview

The overall purpose of the evaluation is to reflect on Depaul's DEC-funded response to the Ukraine Crisis, learn lessons and ensure accountability to clients and communities, partners and donors. The evaluation will assess implementation and results vis-à-vis OECD/DAC criteria and the Core Humanitarian Standard (CHS). Findings from the final evaluation are intended to inform ongoing Depaul-CAFOD programming funded by IHA Canada, Depaul's wider Ukraine response and both Depaul and CAFOD's future programming.

I.B. Background:

The Russian invasion of Ukraine in late February 2022 led to an estimated 16 million people either displaced from their homes or struggling to survive under extreme conflict conditions – and in urgent need of humanitarian assistance. The Ukraine Crisis is a massive, sudden-onset emergency which continues to evolve giving rise to many challenges, some of which are familiar, others less so.

The Depaul Group of charities work across the world with a mission to end homelessness and change the lives of those affected by it.

Depaul International (DPI) oversees a group of leading homelessness charities working around the world with a mission to end homelessness, supporting the most marginalized and improving the lives of those affected by homelessness. Set up in 1989, the Depaul Group includes member charities in, the United Kingdom, Ireland, Slovakia, Ukraine, the United States of America, France, and Croatia.

Depaul International oversees the Group, ensuring the highest standards of service provision, governance, finance and helping develop capacity in areas including fundraising, programme quality and safeguarding. The Depaul Group has not historically delivered humanitarian programmes or worked in insecure environments.

Depaul Ukraine (DPU) is a national Ukrainian NGO and homelessness charity founded in 2007 that has consistently worked with vulnerable and marginalised people. Before 24 February 2022 DPU employed around 60 staff, working in Kharkiv, Kyiv, and Odesa cities in Ukraine as well as in Ivano-Frankivsk oblast. Services delivered were typical of an organisation working with people affected by homelessness – night shelters, day centres, hygiene services, working with vulnerable children, and social support / casework. By March 2023 DPU had over 150 full time staff plus volunteers and was managing funding equivalent to around 30 times the 2021 budget, with services including food and NFI distribution, shelter repairs/ building materials, mental health and psychological services (MHPSS), cash transfers, and accommodation

for internally displaced people (IDPs). DPU has continued to develop its MHPSS, case management, and homelessness service provision following the initial phase of the humanitarian response.

The Catholic Agency for Overseas Development (CAFOD) is the official development and humanitarian relief agency of the Catholic Church in England and Wales and is part of Caritas Internationalis (CI). With an annual income of approximately £50m, it works alongside people of all faiths and none, and with around 450 partners in over 30 countries across the world to bring hope, compassion and solidarity to poor communities to end poverty and injustice.

In February 2022, CAFOD together with the Disasters Emergency Committee (DEC), launched an emergency appeal in response to the conflict in Ukraine. Prior to this emergency, CAFOD did not have an on-going presence in Ukraine. In response to the conflict in Ukraine, CAFOD developed the Ukraine Crisis Response Programme from March 2023 funded by a combination of funds from the DEC Appeal, CAFOD Appeal and other donors. The programme has been implemented by a number of partners across Ukraine, Romania, Poland, Moldova and Slovakia. CAFOD has partnered with Depaul to implement three projects (Phase 1, Phase 2a, Phase 2b) in Ukraine funded from the DEC Appeal (from March 2022 to 31 August 2025), with remote support from CAFOD's Ukraine Programme team.

I.C. Project Goal and Objectives

The main focus of this evaluation will be a review of Phase 2b projects within Ukraine. It will also take into consideration CAFOD and Depaul's DEC Phase 1 (ended in August 2022) and Phase 2a (ended in August 2023) as a secondary focus.

Table 1: Depaul / CAFOD DEC Ukraine projects to be included in the evaluation

Project Timeframes & Budget	Total individuals reached and oblasts	Focus Areas
Phase 2b - ongoing September 2023 To August 2025 (24 months) Budget: GBP £5,144,343.05	30,764 individuals Kyivska Odeska Mykolaivska Kharkivska Khersonska Zaporizka	Food distributions only in insecure/remote locations Continuation of MPC for highly vulnerable households Introduction of conditional cash grants for health and employment Introduction of a case management approach* Holistic support services including employment support, MHPSS* , hygiene, medical and legal advice Homeless shelter services* Temporary accommodation for vulnerable IDPs <i>*strategic importance for ongoing programming</i>

The DEC Phase 2b project had the following intended outcomes:

- A. Affected populations have access to food assistance

- B. Affected populations have access to basic hygiene assistance
- C. Affected populations have access to holistic support services
- D. Affected populations have access to accommodation
- E. Affected populations have access to multi-purpose cash
- F. Affected populations are supported with winterization / non-food item assistance
- G. Affected populations have access to safe and dignified feedback mechanisms

II. PURPOSE OF THE EVALUATION

II.A. Purpose of the Evaluation

The main purpose of the evaluation is to support learning and accountability by taking stock of achievements, what has worked, what has not and the factors contributing to success and failure of CAFOD/ Depaul's DEC funded Ukraine projects. Findings from the evaluation will support learning and inform future programming of Depaul and CAFOD, whilst demonstrating accountability to clients, communities, partners and donors. Findings will also inform recommendations on how to strengthen localisation and future partnerships, including with faith-based organisations.

This evaluation will feed into the evaluation of CAFOD's wider programme for the Ukraine Crisis Response, which is scheduled to take place in late 2027. The objectives of this evaluation are:

1. To objectively assess the effectiveness, efficiency, relevance and impact of CAFOD / Depaul's DEC-funded projects and application/adherence to commitments of the Core Humanitarian Standards, with a focus on identifying relevant learnings to inform CAFOD and Depaul's ongoing and future programming.
2. To assess to what extent Depaul International and CAFOD's localised approach has been effective in strengthening the capacity and sustainability of Depaul Ukraine as a specialised homelessness organization to deliver programmes beyond DEC funding.
3. To identify examples of good practices, challenges, lessons learned and critical gaps in the project implementation with a focus on providing recommendations for improving programme quality in wider and future programmes, as well as for general organisational learning.
4. To identify specific lessons for CAFOD and Depaul's future programme work and the wider humanitarian and homelessness communities.

II.B. Key Audiences and Uses

STAKEHOLDERS	STAKEHOLDER EVALUATION DATA NEEDS AND USE	STAKEHOLDERS' ROLE IN THE EVALUATION	JUSTIFICATION FOR STAKEHOLDER ROLE
DEC	Accountability and learning purposes	Audience	Donor
CAFOD	Accountability purposes; as a basis to improve future projects and partnerships of a similar nature	Respondents, primary source of data, audience	DEC member

Depaul Ukraine	Accountability purposes; as a basis to improve future projects and partnerships of a similar nature	Respondents, primary source of data, audience	Responsible for project implementation
Clients and affected communities	Share perspectives and perceptions relating to the value of the project, in particular how the project had affected individuals, families and communities positively and negatively	Respondents, primary source of data	Primary recipients of assistance
Depaul International	Accountability purposes; as a basis to improve future projects and partnerships of a similar nature.	Respondents, primary source of data, audience	Grant holder and responsible for supporting/advising DPU with implementation
Other DEC member agencies and NGOs in Ukraine	Gain insights into the effectiveness of the project and Depaul's approach	Audience	Implementing similar responses within the same context

III. EVALUATION QUESTIONS / OBJECTIVES

OECD-DAC criterion will be incorporated with CHS quality criteria, as the basis for the evaluation and in line with best practices in the sector. The following table provides suggested questions and outlines linkages between the CHS quality criteria and OECD-DAC criteria. These questions should be further refined by the evaluator(s) in consultation with the evaluation stakeholders with an aim to identify 6 priority questions.

OECD/DAC	Core Humanitarian Standard	Critical Learning Question (IEPM)
Appropriateness, Relevance	CHS 1: Is humanitarian response appropriate and relevant?	To what extent has this project reached those most at risk and excluded?
		To what extent has this project responded and adapted to the clients and affected communities' individual and evolving needs?
		To what extent does the programme build upon Depaul's expertise in homelessness and Vincentian values?
Effectiveness, Appropriateness	CHS 2 – Is humanitarian	To what extent did the project achieve its planned objectives?

	response effective and timely?	Which objectives were not met (if any) and why?
Impact, sustainability	CHS 3 - Is humanitarian response strengthening local capacity and avoiding negative effects?	Did the project have unanticipated negative or positive effects on its clients and communities? If so, what were these effects and how did they affect clients?
		How well has the project engaged with communities to ensure the project is safe and dignified and adjusted to meet clients and communities' needs and priorities?
		How well has the project built upon and strengthened existing local capacities and structures? To what extent have CAFOD / Depaul International's capacity strengthening efforts effectively supported Depaul Ukraine's programme delivery and longer-term organizational development?
Relevance, coherence.	CHS 4 - Is humanitarian response based on communication, participation and feedback?	How well was participation and feedback used to identify and address programme gaps and challenges?
		To what extent did clients/communities feel that they were consulted and engaged during project design, implementation and monitoring ?
		To what extent were clients and community members informed about their entitlements, expected staff behaviour and feedback?
		Which project interventions were perceived as the most valuable by clients and why?
		What opportunities are there to enhance client and community communication and participation?
Coherence	CHS 5 – Are complaints welcomed and addressed?	To what extent were the feedback and complaints mechanisms relevant, timely, and appropriate to the context?
		To what extent did community members use the feedback and complaints mechanisms?
		How can feedback and complaints mechanisms be improved?
Relevance, efficiency, sustainability, coverage, coherence.	CHS 6 - Is humanitarian response coordinated and complementary?	To what extent did the project coordinate with and was complementary to other relevant social support and aid efforts?
Coherence, impact	CHS 7 – Are humanitarian actors	To what extent has the monitoring and evaluation system supported reflection and learning?

	continuously learning and improving?	Has learning from CAFOD and Depaul's September 2024 Phase 2b evaluation and other learning reviews (e.g. Report on Homelessness) led to any project changes or improvements ?
		How likely is it that project approaches can be scaled up, replicated or institutionalised within Depaul and more widely?
Effectiveness	CHS 8 – Are staff supported to their job effectively and are they treated fairly and equitably?	How well have project staff been supported to do their job effectively?
		To what extent has the project supported staff welfare and treated staff fairly and equitably?

IV. EVALUATION METHODOLOGY

IV.A. Evaluation Design and Approach

The evaluation criteria will follow OECD/DAC criteria for evaluations and Core Humanitarian Standards applying an appreciative enquiry approach. The evaluation questions identified in the TOR will serve as a basis for key areas of inquiry, data collection and corresponding evaluation tools. The evaluator(s) will provide a description of their selected methods to answer the questions and rationale for choosing them. The evaluation should follow DEC guidelines (DEC Evaluation & Collective Initiatives Policy).

Overall, it is expected that a range of qualitative methods (secondary data review, key informant interviews, focus group discussions, site visits, observations, etc.) will be applied to gather information from various stakeholders including project beneficiaries, community/government stakeholders, Depaul International, Depaul Ukraine and CAFOD staff.

IV.B. Sources of Data and Data Collection Methods

Evaluator(s) will detail links between data collection methods and sources to evaluation questions and sub-questions in their proposals. This should include any sampling approaches to data collection methods and data sources.

Depaul International will provide beneficiary data to aid in the selection of a representative sample of evaluation participants. Evaluation participants should include:

- CAFOD Ukraine Programme Manager
- CAFOD Ukraine Programme Officer
- CAFOD Humanitarian Funding Officer
- CAFOD Programme Accountant
- Depaul International: International Programmes Director, Head of Programme and Business Development, Ukraine Programme Officer

- Depaul Ukraine: Director, Programme Director, Programme Quality Manager, Branch Directors
- Project beneficiaries
- Local community stakeholders (Social services / authorities)
- Other NGOs implementing similar programs in Ukraine

Key secondary data will be provided to the evaluator(s). This includes: project proposals, logical frameworks, budgets, monitoring data, progress reports, risk logs, lessons learned/learning reviews, financial reports, etc.

V. EVALUATION TEAM

The external evaluation consultant(s) should have proven experience of leading evaluations in a humanitarian relief and response contexts. Ideally the consultant will be familiar with the Ukrainian Crisis context and have experience evaluating DEC-funded projects. Experience assessing the effectiveness of localisation strategies and partnership approaches is also essential. The evaluator must meet the following technical qualifications:

Essential

- Experience in the humanitarian sector;
- Experience evaluating the effectiveness of localisation strategies and partnership approaches in humanitarian response;
- Substantial professional management or research experience in the evaluation of international development programmes;
- A proven track record in conducting different types of evaluation and learning reviews and knowledge of various qualitative evaluation methods
- Understanding of the Core Humanitarian Standard on Quality and Accountability;
- Excellent analytical and facilitation skills;
- Excellent English language and report writing skills;

Desirable

- Experience of the Ukraine crisis;
- Knowledge of Ukrainian language (spoken and written)
- A master's degree in international development, social sciences or a related field;
- Understanding of Sphere Standards;
- Understanding of partnership approaches
- Understanding of homelessness
- Experience working with faith-based NGOs

Applications should include:

- An evaluation proposal providing an expression of interest, and outlining the chosen methodology, timeframe and summary budget in no more than 4 pages.
- A CV with two references.
- Examples of past work may be requested from shortlisted candidates.

Applications for the consultancy should be submitted by e-mail to Chloe Rudnicki chloe.rudnicki@depaulinternational.org : specifying in the subject line: **Consultant for the evaluation of the Ukraine Crisis Response Programme.**

The deadline for applications is 11:59 GMT **Wednesday, July 9th 2025.**

The roles and responsibilities of the evaluator(s) should be detailed in the submitted proposal. Roles and responsibilities include conducting desk review, refining evaluation questions, developing evaluation methodology, drafting an inception report, coordinating/overseeing the evaluation process, final reporting and incorporating comments/suggestions and presenting findings through a briefing session. The evaluator(s) are expected to apply predominantly qualitative tools and conduct appropriate data analysis processes, including triangulating/validating data.

The independent evaluation should adhere to DEC evaluation policies and guidance, as well as standards and principles of CAFOD and Depaul International. The evaluation team will work closely with CAFOD, Depaul International and Depaul Ukraine who will guide the process of the evaluation and approve the selection of the external evaluator, approval of the evaluation methodology and endorsement of reports. The selected consultant(s) are expected to closely liaise with CAFOD Programme Manager and Depaul International's Programme Officer throughout the evaluation process. CAFOD and Depaul International's project management staff will provide required documents for the desk review stage. Depaul Ukraine will provide logistical support to the evaluator(s) for in-country visit. CAFOD, Depaul International and Depaul Ukraine will provide comments to the final report, with CAFOD and Depaul International jointly issuing a management response.

VI.REPORTING AND DISSEMINATION PLAN

VI.A. Evaluation Report

The suggested layout and content for the evaluation report is as follows:

- A title page
- A list of acronyms and abbreviations
- A table of contents, including a list of annexes
- An executive summary summarizing key findings, lessons learned, recommendations and assessment against evaluation criteria
- An introduction describing the program's background and context
- A description of the program, including the results framework or theory of change
- A statement of the purpose of the evaluation

- Key evaluation questions or objectives and a statement of the scope of the evaluation, with information on limitations and delimitations
- An overview of the evaluation approach and methodology and data sources
- A description of the evaluation findings
- Lessons learned and good practices based on the evaluation findings
- Recommendations based on the evaluation findings
- Appendices, including amongst others the Terms of Reference, List of documents reviewed, List of Persons/organizations consulted, data collection instruments, etc.

The report (excluding Appendices) should not exceed 30 pages.

VI.B. Dissemination Plan

The evaluation team will involve the following people in identifying implications and drafting recommendations.

- The preliminary findings will be presented in-person to selected Depaul Ukraine staff at the end of the site visits and to Depaul and CAFOD staff online for validation. This feedback will inform the production of the draft report.
- Learning from the evaluation will be shared and explored through a dissemination meeting with CAFOD, and Depaul staff.
- The final report will be shared internally amongst Depaul and CAFOD staff and externally through the CAFOD, Depaul Ukraine, Depaul International and ALNAP websites.
- An executive summary will be shared (translated into Ukrainian) with local communities and stakeholders.

STAKEHOLDER	KEY FINDINGS	CHANNEL(S) OF COMMUNICATION	PRODUCT(S) TO SHARE
CAFOD	<ul style="list-style-type: none"> • Lessons learnt & recommendations • Findings against the OECD/DAC criteria & Core Humanitarian Standards 	<ul style="list-style-type: none"> • Learning meeting (conducted by the evaluator) • Website CAFOD • ALNAP website 	<ul style="list-style-type: none"> • PowerPoint presentation • Final report and recommendations • Management response
Depaul International and Depaul Ukraine	<ul style="list-style-type: none"> • Findings against the OECD/DAC criteria & Core Humanitarian Standards • Lessons learnt & recommendations 	<ul style="list-style-type: none"> • Learning meeting (conducted by the evaluator) • Internal meetings • Email communication with relevant departments/units 	<ul style="list-style-type: none"> • PowerPoint presentation • Final report and recommendations • Management response

		<ul style="list-style-type: none"> • Meeting to validate preliminary findings • CR to present key findings and recommendations back to DPI team 	
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VII. SCHEDULE AND LOGISTICS

The evaluation will be undertaken between July and November 2025, with a total of 30 working days. All deliverables are to be submitted no later than 30 November 2025. CAFOD/Depaul foresee four main stages of the evaluation:

1. **Inception phase:** Initial desk review of project documents, on which basis an inception report will be submitted detailing the evaluation approach, methodology, key questions and foreseen limitations. CHS quality criteria should be used to develop data collection tools.
2. **Data collection and analysis phase:** This phase concerns the implementation of the evaluation mission and the synthesis of findings. Data collection will take place in project locations in Ukraine and should be undertaken in August 2025. Interviews will also be held with relevant CAFOD and Depaul International staff.
3. **Reporting phase:** A draft report will be submitted for review and validation by CAFOD/Depaul prior to the submission of a final report. The report should refer to the CHS quality criteria to structure the analysis and present findings. All data sets are required to be submitted along with the final report.
4. **Using the evaluation:** Findings of the evaluation will be presented to CAFOD/Depaul by the evaluator(s). As a follow up CAFOD/Depaul will provide a management response, which will be disseminated together with the report internally and externally.

Logistical arrangements:

Where requested, CAFOD and Depaul can assist in arranging in-country flights, accommodation and transportation, the costs of which will be borne by the evaluation budget. CAFOD will assist in scheduling required interviews with CAFOD staff. Depaul will schedule on-site meetings, interviews with beneficiaries and community discussions in accordance with the final timeline submitted by the evaluator(s). Depaul Ukraine will provide local transportation support in Ukraine and office space if required. The office space can be used to meet with Depaul Ukraine staff and community members. Translators should be arranged by the evaluator(s) with support from Depaul if needed.

VIII. DELIVERABLES AND TIMELINE

The following table provides a suggested timeline for expected deliverables of the evaluation. Evaluator(s) may propose alternative timelines but should not exceed a total of 30 working days and the given budget.

The final version of the evaluation report should be completed no later than 30 November 2025. Final payment is contingent upon receipt and approval of all expected deliverables.

DELIVERABLES	ESTIMATED NUMBER OF DAYS NEEDED TO COMPLETE	TARGET DATES TO COMPLETE
<i>Please note timeframe below is reviewable pending availability of consultant and project teams.</i>		
Interviews	3	16-18/07/2025
Independent evaluator/evaluation team selected (CAFOD/Depaul)	14	25/07/2025
Initial discussion on ToR, scope of work and expected deliverables (evaluator(s) & CAFOD/Depaul)	1	Week of 11/08/2025
Literature review completed	2	01/09/2025
Inception report completed and submitted	5	07/09/2025
Inception report approved	3	21/09/2025
Data collection tools completed and field tested	4	01/10/2025
Data collection completed	10	22/10/2025
Data analysed	3	29/10/2025
Draft report completed	5	05/11/2025
Results validated through reflection meetings with key stakeholders (in Ukraine and online)	2	12/11/2025
Final report completed (including a succinct summary of findings, lessons and recommendations)	3	19/11/2025
Dissemination meeting	1	30/11/2025
Datasets (or recordings and transcripts/notes), codebooks, syntax or other files submitted	1	30/11/2025

IX. BUDGET

The evaluator(s) are expected to submit a budget proposal. The budget should include the following:

1. Per diems/daily subsistence allowances
2. Interpreter allowances (if required)
3. Direct costs relating to selected methodology
4. Daily fees for the evaluator(s)
5. Communication costs (as required)
6. Any other foreseen costs - Insurance and transport costs to be discussed with DPI.

X. ETHICAL CONSIDERATIONS

In proposals submitted by evaluator(s), a section should be provided on ethical considerations and how they will be addressed. For example, basic principles such as respect for project participants should be demonstrated by seeking informed consent. Evaluation participants should be made aware through clear communication of how confidential information is treated and how privacy will be protected. If collecting information from vulnerable populations (i.e. pregnant and lactating women), written consent must be secured.

The following ethical considerations should be explained in the evaluation plan:

- Informed consent
- Voluntary participation
- Anonymity
- Do no harm
- Confidentiality