Objective: Final evaluation for the project “To bridge critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira department through strengthening of local capacities within the national response system for long-term support of beneficiary populations.”

Duty station: Riohacha, Colombia

Mission period: September/October 2023

I. Background and rationale

Malteser International Americas is the international humanitarian relief agency of the Sovereign Order of Malta in Latin America. For over 60 years we provide relief and recovery for people during and following conflicts and disasters around the world. Christian values and humanitarian principles form the foundations of our work. In over 30 countries in Africa, the Americas, Asia and the Middle East, we support people in need – regardless of their religion, origin or political convictions.

Malteser International Americas has been active in Northern Colombia since 2014 working in the fields of health, food security and climate change adaptation mainly in the poor rural areas of the departments of La Guajira, César and Magdalena, and with vulnerable groups (indigenous, Afro-Colombian and conflict affected populations).

According to the Regional Refugee and Migrant Response Plan (RMRP) 2023-2024 Colombia continues to be the country most impacted by the outflow of refugees, migrants and Colombian returnees from Venezuela with a population projection for 2023 of up to 6.2 million and 5.4 million people in need. Next to access to critical goods and services, as well as protection, the RMRP focuses on increasing socio-economic opportunities, social cohesion and resilience of refugees and migrants and host communities. The multi-ethnic departments La Guajira and Magdalena are among the most affected hosting 8.7% and 5.1% of refugees and migrants, concentrated mainly in (peri-)urban areas of the municipalities Riohacha, Maicao, Santa Marta. Those have historically been heavily affected by internal conflict, forced displacement and a resurgence of armed groups in recent years. La Guajira is one of Colombia’s poorest departments with a multi-dimensional poverty index of 48.7% (Magdalena: 32.4%). The vulnerability to recurring natural disasters leads to high levels of food insecurity and very limited coping and absorption capacities in most host communities. Our analysis of needs and gaps derives from several sources: local economic and demographic statistics, coordination with relevant actors, MI’s continued presence in the area since 2015, as well as own survey, focus groups and protection risk discussions in early 2023. Most migrants do not further transit and are often forced to live in critical living conditions without stable livelihoods and reduced self-reliance. Conflict dynamics are increasing with the peace agreement failing to deliver the expected economic development of affected communities. The health situation of refugees/migrants in La Guajira continues to be precarious. Although access to health services has improved with international agencies’ interventions, affiliations and access to the Colombian health system beyond emergency care remain low. La Guajira nationally presents the highest number of
maternal deaths and malnutrition-related deaths in children under 5. The local health system is not sufficiently prepared to fill the gaps an exit of health service provision of international actors will leave.

In this context, Malteser International Americas implemented a project to bridge critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira department through strengthening of local capacities within the national response system for long-term support of beneficiary populations. The main activities implemented by the project are:

- Activity 1.1: Medical consultations with a differential focus at fixed clinic locations and in mobile clinics in urban and peri-urban areas, including care for children, pregnant and lactating women, physical therapy for people with disabilities and immunization services.
- Activity 1.2: Identification and orientation of eligible refugees and migrants towards established services to access the Colombian health system.
- Activity 1.3: Establish community-based capacities for epidemiological monitoring and prevention in health through training of health and information focal points.
- Activity 2.1: To bridge the gap for mental health by providing psycho-social support and psychiatric care and strengthening a center for basic mental health care in Riohacha for department-wide referrals.
- Activity 2.2: Training of female lay counsellors for community-based psycho-social assistance.

A final external evaluation of the project's implementation and impact is planned as part of the project's progress, and in order to draw on the lessons learned from this project and replicate them in other projects. These terms of reference define the details of the assignment and the structure of the evaluation report to be produced.

II. Objective

A final external evaluation of the project's implementation and impact is planned in order to draw on the lessons learned from this project and replicate them in other projects. These terms of reference define the details of the assignment and the structure of the evaluation report to be produced.

Malteser International America’s Quality and Accountability Guidance as well as the project-funding US Department of State’s Bureau of Population, Refugees and Migration (PRM) in its General NGO Guidelines strongly recommend accompanying multi-year projects with regular assessments and a final evaluation.

The final evaluation will focus on the outcomes of the project and the likelihood that the results will be able to achieve a sustainable impact. This final evaluation shall provide an opportunity for in-depth reflections on the strategy and assumptions guiding the intervention. It will assess the extent to which the intervention achieved its objectives; it will document lessons learnt from implementation and may make recommendations for the sustainability of the outcomes. The MI teams, partner organizations and key stakeholders will be consulted throughout the evaluation process.

The overall objectives of this evaluation are as follows:
- Provide a comprehensive review of all project activities, key results and impact.
- Provide specific recommendations for the continuation/duplication of activities.
- Summarize lessons learned for future projects in the region.

Specific objectives include the following:
- Review of the differential approach applied within the various parts of the project.

Final evaluation of Bridging critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira, Colombia project.
III. Mission scope

More specifically, the consultant will evaluate the implementation of the project in terms of:

- Impact of measures implemented, contextual relevance, budgetary efficiency of the proposed project, proposed recommendations and lessons learned;
- The items listed in the report structure in section V. Deliverables of this document.

The consultant is expected to apply, as a minimum, the following methods to his work:

- Review of documents provided by Malteser International Americas;
- Discussions with key Malteser International personnel involved in the design, including the program coordinator and program staff;
- Project review workshops with key Malteser International Americas staff and representatives of partner organizations IPSI Anashiwaya, and Programa de Desarrollo y Paz del César (PDPC);
- Focus groups with selected stakeholders in the 3 multi-ethnic host communities (local authorities, target beneficiary groups, etc.).

IV. Deliverables

The consultant is expected to produce the following deliverables in English and Spanish, submitted electronically to Malteser International Americas by November 1, 2023:

A. Evidence of documentation review;
B. Data collected (e.g., documentation of meetings with partners, stakeholders, beneficiaries, etc.);
C. A debriefing Power Point presentation at Malteser International Americas's Riohacha offices at the end of the field visits to present a summary of the main findings and recommendations;
D. Final evaluation report (preliminary and final versions) as follows (max. 15 pages):

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Table of contents (lists of maps/graphs/tables, acronyms, etc.)

Summary (background, main findings and conclusions, (key) recommendations and general conclusions/lessons learned)

1. Introduction
   1.1 Purpose of the evaluation (Brief description of the project and development measure implemented)
   1.2 Context and purpose of the evaluation (including evaluation goal and central evaluation questions)
   1.3 Description of the evaluation assignment (timetable, scope of the evaluation in terms of geography and sectors, evaluation procedure, composition and independence of the evaluation team, involvement of partners and target groups in the evaluation, external factors and their impact on the evaluation process)

2. Evaluation methodology
   2.1 Methodology (methods/instruments, safety considerations, partners met)
   2.2 Methodological suitability and limitations

3. Terms of reference
   - General conditions, problems and potential at the start of the development measure and significant changes along the way

Final evaluation of Bridging critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira, Colombia project
4. Performance development of the project executing organization and its partners
   - **Staff qualifications**
   - **Other changes in the project executing organization and implementing partners**

5. Anticipated impact on development
5.1 Relevance
   - Conformity of the objective with the needs of the target groups and with the objectives of the donor, the grant/project executing agency, the implementing partners and, where applicable, the country.
   - Relevance of basic development orientation and design

5.2 Efficiency
   - Quality of development planning
   - Quality of target system and indicators
   - Quality of the implementation of the development measure
   - Motivation, ownership and legitimacy of the project executing agency
   - Quality control of development measurement
   - Objective achievement
   - Other (possibly negative) effects in terms of results and direct impacts

5.3 Effectiveness
   - Cost‐benefit ratio (minimum: detailed presentation of costs).

5.4 Overall impact on development
   - Achieving overall development policy objectives
   - Model character, structure formation and overall impact
   - Other effects (possibly negative) at higher impact levels

5.5 Durability
   - Permanence of positive effects (after the end of support), including with regard to environmental changes
   - Risks and potential for sustainable effectiveness at organizational and target group level

6. Cross-cutting issues
   - Cross-cutting development issues (gender, inclusion...)
   - Contribution to the organizational objectives of the project executing agency, where applicable

7. Conclusions and recommendations
7.1 Conclusions
7.2 Recommendations (if any)
7.3 General conclusions / lessons learned

Appendices:
- Terms of reference
- Composition and independence of the evaluation team
- Evaluation matrix
- Assessment process and timetable
- List of respondents/participants
- Source reference
- Questionnaires and other data/information gathering instruments
- Minutes of final on-site meeting
- Target system and indicators for measuring development
- Others if required

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Final evaluation of Bridging critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira, Colombia project
V. Dissemination of results and conclusions

The findings and recommendations of the evaluation will be shared with interested stakeholders at the discretion of the Malteser International Americas in Colombia and Headquarters management team. The final report and the data collected will be the property of Malteser International Americas.

If certain sections are deemed useful to the wider humanitarian community, particularly through the lessons learned identified, Malteser International Americas reserves the right to create a separate report, including extracts from the evaluation report, for wider communication. When presenting the provisional results, Malteser International Americas may ask the evaluation team to produce such a (summary) report, in addition to the final report.

VI. Ethical considerations

The study team will make it clear to all stakeholders that they are under no obligation to participate in the evaluation. All participants must be assured that there will be no negative consequences to their participation in the evaluation. The evaluation team will obtain the consent of each participant. The team will ensure that permission is obtained from stakeholders before taking and using photographs or other visuals. The evaluation team will preserve the anonymity of participants who request it, and the confidentiality of information designated as such by Malteser International Americas. To this end, the evaluation team will employ all appropriate data protection measures.

VII. Consultant profile

For the purposes of this evaluation, Malteser International Americas encourages national or international consultants or firms. The profile of the lead consultant must meet the following criteria:

- Master's degree in a relevant field related to the project to be analyzed, preferably a master's degree in public health, or medical degree;
- Experience in preparing external evaluations for development projects, preferably in the field of health, mental health and psycho-social assistance, local capacity building;
- At least 5 years' experience in the coordination, design, implementation, monitoring and evaluation of development programs.
- Experience of working with non-governmental organizations (local and international);
- Knowledge of current debates and quality standards for public health, health care and mental health programs in underdeveloped and complex environments;
- Knowledge and application of survey and data collection techniques;
- Communication skills and experience in workshop facilitation; ability to collaborate and coordinate with multiple stakeholders
- Excellent analytical and report writing skills
- Fluency in Spanish and English (spoken/written);
- Ability to work independently under tight deadlines, to organize effectively in the country context, to communicate and cooperate effectively with partners with different operating styles;
- Independence from the stakeholders involved;
- Previous professional experience in Colombia.

VIII. Assumptions and prerequisites

Final evaluation of Bridging critical gaps to more sustainable solutions and reduce barriers in access to primary and secondary health care, including mental health, for vulnerable Venezuelan refugees and migrants and multi-ethnic host communities in La Guajira, Colombia project
The final evaluation process will include site visits and meetings with staff, partners and other stakeholders in Colombia.

- Malteser International Americas will organize and take care of all local travel arrangements.
- Malteser International Americas will be responsible for organizing interviews with stakeholders, as recommended and in coordination with the consultant.
- Malteser International Americas will make available all necessary information and project design documents as soon as the contract with the Consultant is signed.
- The evaluation team will take into account the principles of confidentiality and objectivity throughout the process.
- Security constraints could impact on the planning or scope of the evaluation, so it's important for the team to remain flexible.

IX. Expression of interest

Interested candidates must submit an offer including the following:

- A curriculum vitae of the principal consultant detailing in particular relevant experience in feasibility studies and evaluations of humanitarian and/or development projects/programmes;
- A brief description of the team assembled to conduct the study, including CVs of team members
- A technical proposal of no more than 5 pages covering a) an understanding of the context and main issues of the evaluation, b) the detailed methodology proposed for the evaluation, c) the sampling and survey methods that will be applied, d) the list of people expected to be consulted as part of this evaluation and e) a detailed work plan/timetable;
- A financial proposal in US dollars (USD) for the study, including the consultant’s fees, international travel expenses (if applicable) and per diems. The budget must show the cost of the consultant’s fees in relation to the number of working days anticipated over the entire period concerned. The consultant will be responsible for his or her own insurance coverage, all necessary equipment (e.g. computer), communication costs and any taxes applicable to the consultancy.
- Two recent examples of comparable studies conducted by the candidate.

Malteser International Americas may, at its sole discretion, extend the deadline for submission of bids. Final selection of proposals will be made in accordance with Malteser International's proposal evaluation procedures.

Tenders must be submitted electronically to Malteser International Americas by the deadline of August 25, 2023 to the following address:

Mr. Steve Ginther, Program Manager (steve.ginther@malteser-international.org)

X. Selection process, including provisional timetable

The contract will be awarded to the candidate with the highest number of points, on the basis of the following criteria:

- Bid amount
- Presentation of the financial offer
- Valuation experience
- Experience in managing/coordinating public health, health care and mental health programs
- Mastery of the key topic: public health, health care and mental health programs in developing countries
- Knowledge and understanding of the context

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- Quality, relevance and precision of the proposed methodology
- Understanding the ToR and evaluation issues
- Presentation / Writing skills
- Reputation / References presented or obtained
- Previous work experience with Malteser International Americas

Consultation is scheduled to begin on September 4, 2023. The first draft of the report must be shared by October 16, 2023.

<table>
<thead>
<tr>
<th>Calendar</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Week of August</td>
<td>Analysis of bids received. References, Interviews</td>
</tr>
<tr>
<td>September 18</td>
<td>Mission begins in Colombia</td>
</tr>
<tr>
<td>October 16</td>
<td>Draft report for submission</td>
</tr>
<tr>
<td>November 1</td>
<td>Presentation of the final report</td>
</tr>
</tbody>
</table>

XI. Payment and performance approval process

Expenses relating to the appraiser's travel, accommodation and survey costs will be paid on signature of the contract.

Fees will be paid as follows:
- 25% on delivery of the provisional report;
- 75% after submission and validation of the final report.

For the approval process, Malteser International Americas's supervisor and reference group will assess the evaluator's work and performance. They will validate the quality of the work and approve the payment of the instalments.