![ShelterBox]

REQUEST FOR PROPOSAL

PROCT-223

Syria Response Evaluation

COMPETITIVE BID INFORMATION

Commercial in Confidence
Proposal Due Date: **9th December 2024**

WHAT WE DO

ShelterBox is a global community with a shared purpose – no one without shelter after disaster. When homes are torn apart and lives destroyed, we'll be there.

We provide emergency shelter and aid essentials at times of disaster, conflict climate crisis. Because shelter is the foundation for life.

A foundation for survival, stability and dign Enabling people to take steps towards recovery.

We started over 20 years ago with our icon green ShelterBoxes. Today, we do much more.

We listen. Hearing what people need, creating innovative and tailored support to meet complex situations.

We support. Giving emergency shelter and aid essentials. Shelter repair kits, water filters or solar lights. Helping people build, repair or return home.

And we share. Using our expertise to support those affected and champion local partnerships and environmental sustainability.

Disaster, conflict and climate change are forcing more people to flee their homes than ever before. We must act now to change this.

For further information visit:
www.shelterbox.org

NO ONE WITHOUT SHELTER AFTER DISASTER

1. BACKGROUND

The Syrian conflict has been ongoing since March 2011, when peaceful anti-government protests descended into violence. The conflict has caused the displacement of over half the population of pre-war Syria with 5.6 million people seeking refuge in neighboring and further afield countries and 6 million IDPs. According to the Humanitarian Needs Overview1 (HNO) 2024 16.7 million people need humanitarian assistance and 6.8 million of those in need of shelter and non-food item (NFI) assistance.

ShelterBox has responded to the humanitarian need for shelter and NFIs in Syria since December 2012. We are currently delivering in two locations in Syria, the northeast (NE) and the northwest (NW). In both locations we are delivering in partnership. In the NE we are partnered with Bahar, a Syrian non-governmental organisation (NGO) which has a country office in Erbil, KRI and HQ in Gaziantep, Türkiye. In the NW with Relief Aid, a New Zealand based international NGO. Since the start of ShelterBox's programme in Syria there have been numerous partnerships, the vast majority of which have been with INGOs for one-off projects however, since 2019 ShelterBox has only worked with the 2 current partners

Northwest (NW) and Northeast (NE) Syria both suffer from long, extremely cold, and unpredictable winters which cause acute suffering for those living without adequate shelter. An ongoing economic crisis leaves families further unable to meet their own basic requirements and in severe need of NFI assistance. As of 27th April 2023, only 7.8% of the country-wide 2023 Syria Humanitarian Response Plan had been funded.

In 2024 ShelterBox, along with our partners, is delivering a winterization response in NW and NE Syria. Both responses share the same project impact: 'To contribute to the self-recovery of conflict affected displaced people in NE Syria through the provision of tarpaulins and rope, winter clothing and household items ahead of winter.' In both locations, households will be provided with emergency shelter kits, clothing, household items (HHIs). However, in the NE project a pilot voucher modality will be used for a case load of ~185 households. In this pilot participants will receive a voucher supplemented with in-kind tarpaulins and rope. The estimated household reach in NE is 1,700 households and is also 1,700 households in the NW.

As part of responsible portfolio management, ShelterBox periodically reviews its programmes to determine whether they align with our organisational strategy and represent the best use of funds. Syria is one of the three programmes selected for review in 2024.

This RFP is to appoint a consultant/consultants to undertake the review of both of these programs and feedback to ShelterBox.

2. THE REQUIREMENT

Two pieces of work are being procured through this RFP 1) a review of ShelterBoxes programming in Syria to date (the Syria Programme Review) and 2) an evaluation of 2024 winterisation response in northeast and northwest Syria (2024 Winterisation Evaluation). Detailed TORs for each of these pieces of work are attached to this RFP document. Below are the key considerations for each of the projects in summary:

1) Syria Programme Review
Syria Programme Review Framework

Review Area	Questions / Areas of Inquiry	To Be Included in Summary of Findings
Operational Context	• An overview of governance and administration arrangements in Northern Syria and how they intersect with the humanitarian landscape. Focus should be on legislation, management of humanitarian policy and coordination of activities. • Security synopsis and (potential) impacts of global geopolitical events/trends (e.g., Israel, an incoming Trump presidency etc.) • An overview of the humanitarian landscape including donor/funding trends, shelter/settlement actors and response trends, prevalence of UN/INGO/NNGO/CSOs.	• Operational barriers • Operational opportunities • To what extent can ShelterBox further *localisation* strategic goals in Syria?
Impact	• *To what extent has Shelterbox been able to reach more people through partnership?* • What has been the individual and the household reach of the Syria programme? • *Has the Syria programme been able to expand emergency response capacity through emergency preparedness?* • How have ShelterBox responses in Syria to date performed against their intended impacts and outcomes? • How has expertise in emergency shelter delivery grown through innovation and knowledge creation throughout the Syria responses? • To what extent has ShelterBox (and partners) programming evolved in Syria? Is there evidence of innovation and knowledge creation? If so, what? Is it aligned to broader shelter programming?	• Summary of successes and summary of learnings • To what extent has the Syria programme contributed to organisational strategic objectives?
Partnership	• To what extent has ShelterBox supported local and national responders to strengthen their capacity through skills and knowledge sharing?	• To what extent are ShelterBox's partnerships aligned with its strategy?[2]

---

[2] This this summary of partnerships should be linked to the summary on strategic alignment.

Review Area	Questions / Areas of Inquiry	To Be Included in Summary of Findings
	• Are there clear roles and responsibilities between ShelterBox and partners? • How have partnerships evolved, adapted? • To what degree are ShelterBox's current partnerships aligned with our current (2022-2027) strategy?[1] • What other partners could ShelterBox consider working with in future responses?	
Strategic Alignment	• To what extent have ShelterBox's responses in Syria grown capacity through partnership? • To what extent has ShelterBox expanded emergency response capacity through emergency preparedness? • To what degree has ShelterBox grown its expertise in emergency shelter delivery through innovation and knowledge creation via its Syria responses? • How is ShelterBox supporting local and national responders to strengthen their capacity through skills and knowledge sharing?	• To what extent is the Syria programme aligned with its strategy?
Value for Money (VfM)	• Is ShelterBox spending on Syria responses at a reasonable price for the intended impacts? (Economy) • How well is ShelterBox (together with our partners) converting resources (time, money) into outputs? (Efficiency) • To what extent are the outputs of our responses in Syria having the intended effect (i.e., leading to intended outcome and impact)? (Effectiveness) • To what extent are we reaching marginalised groups? (Equity)	• Does the Syria programme offer VfM? • How could VfM in the Syria programme be improved?

Syria Programme Review Deliverables and Timeframe

Phase	Activity(ies)	Timeframe	Days	Deliverable
Inception	- Detailed review plan - Methodology and workplan articulated - Inception report drafted and validated with ShelterBox - Finalisation of data collection tools and analysis matrixes	Within 2 weeks of contract signature	3 days	Inception report inclusive of: - Methodology - Data collection tools/matrixes - workplan (inclusive of regular meetings with ShelterBox) - skeleton of final Review Report

---

[1] This question also responds to the Strategic Alignment area of the review.

Phase	Activity(ies)	Timeframe	Days	Deliverable
				ShelterBox to approve workplan before work commences
Review Data Collection and Synthesis[3]	Document Review	Within four weeks of approved Inception Report and workplan	5 days	Analysis matrix Findings to be included in final Review Report
	Focus group discussions (FGDs) or individual interviews (KIIs) with key informants	Within four weeks of approved Inception Report and workplan	7 days	Analysis matrix Findings to be included in final Review Report
Reporting and Validation	Writing Review Report that contains findings from the Data Collection and Partner Mapping Phases	Within eight weeks of approved Inception Report and workplan	5 days	Full draft Review Report
	Preparation of presentation of findings and Report	Within eight weeks of approved Inception Report and workplan	.5 day	Presentation
	Presentation of Report and findings to ShelterBox in a validation meeting	Within 5 days of submission of draft Review Report to ShelterBox	.5 day	
Closure	Amendments to Review Report following Evaluation meeting	Within 5 days of Presentation of draft Review Report to ShelterBox	1 day	Final Review Report
	Submission of final Review Report to ShelterBox and availability for any follow-up questions/comments to facilitate final approval	Within 5 days of Presentation of draft Review Report to ShelterBox	.5 day	Approval of final Review Report by ShelterBox
		Total Days:	**22.5 days**	

---

[3] It is anticipated that the Review Data Collection and the Partner Mapping will overlap.

2) Syria Winterisation Evaluation

Evaluation Framework

Evaluation Criteria	Questions
1) Relevance *Have our responses and partnerships been doing the right things?*	1A) Was there a robust contextual analysis and participatory needs assessment that informed the project design?
	1B) Were community capacities effectively assessed and capitalized on during project implementation
	1C) To what extent were appropriate accountability mechanisms embedded throughout project delivery? E.g. participatory needs assessment, timely information sharing and FCRM etc.?
	1D) Was gender, equity and inclusion effectively mainstreamed throughout the project cycle?
	1E) Did the project follow a standard PCM flow, were activities well defined during project design, and if not what were the reasons?
	1F) Was a clear, impartial and transparent participant selection criterion developed and applied to the recipient targeting?
	1G) Did the project reflect needs and priorities of affected population?
	1H) To what extent was the project able to adapt and provide appropriate response to context changes and emerging local needs?
2) Coherence *How well do our responses and the partnerships fit to the need?*	2A) Was the project in line with national laws and priorities?
	2B) What coordination mechanisms existed and to what extent was project participation regular and meaningful?
	2C) Was the partnership's work complementary to locally led and community-based actions, and those of relevant stakeholders?
	2D) Did ShelterBox or the partner identify and refer any unmet priority needs to relevant stakeholders with relevant technical expertise and capacity to address them?
	2E) How was the partner selected and was there clear justification?
	2F) If ShelterBox did not have a partner, what was the reason? and could a partnership model have been effective?
	2G) Was the relationship between ShelterBox and the partner productive, equitable and efficient? and did ShelterBox add value?
	2H) What was ShelterBox's added value to the project?
3) Effectiveness *Are the responses/*	3A) Was the partnership clearly framed e.g. roles and responsibilities and scope of work, etc?

Evaluation Criteria	Questions
partnership achieving their objectives?	3B) Were the activities and inputs / outputs timely, were activity plans followed and did the project lead to the intended outcome?
	3C) Did the project have unintended consequences?
	3D) What factors have contributed to achieving or not achieving stated project deliverables?
	3E) Were differential results observed for different groups/identity characteristics?
4) Efficiency *How well are the resources (i.e., time, financial) being used?*	4A) Taking into consideration the importance of needs assessments and accurate targeting, did the recipients consider that the project delivered in a timely manner?
	4B) Did Value for Money (VfM) considerations/analysis contribute to decision making?

Evaluation Timeline and Deliverables

Activity	Timeframe	Indicative Consultant Days
Kick-off meeting (following contract signature)	Week of 6 January 2025	.5
Inception report (full plan for evaluation) submitted to ShelterBox	10 January 2025	1.5
Finalized inception report (agreed evaluation plan)	17 January 2025	.5
Data collection	20 January – 13 February 2025	10
Final evaluation report (draft)	24 February 2025	5.5
Evaluation report meeting and validation session	28 February 2025	.5
Revision of evaluation report based on meeting	28 February - 6 March 2025	3
Submission of final report	7 March 2025	n/a
Presentation of findings	12 March 2025	.5
Approval of final report	20 March 2025	n/a
Check-in meetings	Fortnightly following finalised inception report (as needed)	.25 x 8 =4
Total Days		**26**

CONTRACT & TERM

The successful bidder will be contracted to complete both scopes of work over a timeline to be jointly agreed upon but expected not to exceed the end of February 2025.

The successful supplier will be required to agree and adhere to ShelterBox's Supplier Code of Conduct (available to view at: ShelterBox-Code-of-Conduct-2024-new.pdf).

3. BID REQUIREMENTS

Bidders should return detailed proposals for each of the projects, following the requirements laid out in the TORs. Special attention should be paid to demonstrating how the bidder/bid meets the key requirements detailed in the TORs. For clarity, the below requirements are considered essential so should be demonstrated within the proposals received:

Lot 1 Syria Programme Evaluation:

- Higher university degree in humanitarian / development studies or any related academic discipline or an affiliation with a research institution
- Seven (7) years evaluating humanitarian programmes including using OECD/DAC evaluation
- Knowledge of the Core Humanitarian Standards (CHS)
- Experience evaluating shelter, gender, and protection programming in emergencies
- Strong background in monitoring and evaluation, with a demonstrable track record of the use of quantitative and participatory qualitative methods of data collection
- Excellent analytical, communication, writing, and presentation skills in both Arabic and English.
- Ability to analyse complex interventions
- Conversant with the context in Syria

Lot 2 Winterisation Review:

- Higher university degree in humanitarian / development studies or any related academic discipline or an affiliation with a research institution
- At least five (5) years of experience evaluating/reviewing humanitarian response and/or strategic programming by non-governmental organisations in humanitarian settings.
- Excellent analytical, communication, writing, and presentation skills in English
- Ability to analyse complex interventions
- Conversant with the context in Syria and the evolving security situation in the region

Additional documents may be requested from ShelterBox but please note that it is not guaranteed they will be available prior to a bidder being selected.

Proposals should clearly identify how they will achieve each of the key components laid out in both the TORs and outlined above.

A clear costing structure should also be included, with as many costs fixed as possible and costs which cannot be fixed, or which are only estimated, clearly identified.

The initial review of proposals will produce a short list of suppliers who will be contacted for interview with the project team, the interview will be to discuss the proposal in more detail and to clarify any outstanding queries the team may have.

4. TIMELINE

Suppliers interested in bidding should follow the steps in the timeline below:

QUESTIONS
You're welcome to ask any questions about this RFP via email. These can be sent to: tenders@shelterbox.org.

Questions can be submitted until 6/12/24

We would also be happy to set up a call to discuss any queries you may have (if required). Q&A calls can be arranged to take place before 6/12/24

Please contact tenders@shelterbox.org if you wish to arrange a Q&A call.

SUBMISSION OF WRITTEN PROPOSAL
Written proposals must be submitted by 4.00 pm on 9/12/24.

Proposals must be sent to: tenders@shelterbox.org.

When submitting your proposal, please include your availability for a presentation call within the dates set out in the next step.

PRESENTATION CALL
ShelterBox will review all written proposals and arrange presentation calls with bidders deemed to meet the requirements of this RFP. Calls will take place between 16th and 19th of December

NB: Following the presentation calls and ahead of the target award date, please be aware that further questions and queries may submitted by ShelterBox to bidders to ensure a comprehensive understanding of proposals is obtained.

TARGET AWARD DATE
ShelterBox aim to inform all bidders on the outcome of their bids on or by 4/1/25

CONTRACTS
ShelterBox aim to complete all contracts with the successful bidder by 11/1/25

NB: ShelterBox reserves the right to extend or amend the timeline if necessary. All suppliers will be notified of any such amendment.

5. SUBMISSION PROCESS

INVITATIONS TO BID

There will be one supplier for the contract. However, ShelterBox reserves the right to place orders with another supplier for additional requirements if deemed necessary.

This RFP does not constitute an offer by ShelterBox. ShelterBox is under no obligation to award a contract to any bidder because of this tender process.

SUBMITTING A BID

All responses to this RFP should be submitted as email attachments to tenders@shelterbox.org.

BID PRICING FORMAT

Bidders are required to provide complete and comprehensive pricing for all the requirements in Section 4 of this RFP. All pricing must be provided in GBP.

AWARD DECISION

ShelterBox plans to award this business to a supplier based upon the suitability of the proposed bid, expertise demonstrated, and best value in meeting the requirements of this RFP.

RFP UPDATES

ShelterBox intends to provide all suppliers with complete and accurate information about this opportunity. If ShelterBox obtains any additional material information, including responses to individual suppliers' questions that could affect other suppliers, ShelterBox will share this information.

The contents of responses and the provisions of this tender document will be available for inclusion in final contractual obligations. Proposals must be signed by a duly authorised owner, officer or agent of the company submitting the bid.

NOTIFICATION OF AWARD

ShelterBox will notify the successful bidder on the target award date in Section 7. At this stage, ShelterBox may negotiate with the successful bidder to finalise the offer.

6. CONTACT INFORMATION

Contact: ShelterBox Tender Team

Email: tenders@shelterbox.org

7. CONDITIONS OF TENDER

7.1. General

This tender document does not constitute an offer by ShelterBox. Any bid submitted will be regarded as an offer by the bidder and does not constitute or imply the acceptance of any bid by ShelterBox. ShelterBox is under no obligation to award a contract to any bidder due to this tender process.

ShelterBox further advises all suppliers that ShelterBox may accept any bid submitted; however, ShelterBox reserves the right to request best and final offers. ShelterBox may enter negotiations with more than one supplier simultaneously and award the business to any supplier in negotiations without prior notification to any other supplier.

7.2. OFFER VALIDITY

Bids shall remain valid for 180 calendar days after the bid submission deadline.

7.3. COST OF BIDDING

The bidder is responsible for all costs associated with the preparation and submission of its bid. ShelterBox will not be responsible or liable for those costs, regardless of the conduct or outcome of the tender process.

7.4. WARRANTY

The Supplier warrants that the proposed services meet the required specifications set out herein.

7.5. BID WITHDRAWAL

The bidder may withdraw its bid after submission, provided that written notice of the withdrawal of the bid is received by ShelterBox.

7.6. RIGHT TO ACCEPT OR REJECT

ShelterBox reserves the right to accept or reject any bid, to annul the tendering process, and reject all bids at any time before contract award, without incurring any liability to the affected bidder/s or any obligation to inform the affected bidder/s the reason for ShelterBox's action.

7.7. RIGHT TO RETENDER

ShelterBox reserves the right to retender where a viable offer is not presented for any or all parts of this tender.

7.8. CORRUPT OR FRAUDULENT ACTIVITIES

ShelterBox will reject a bid if it determines that the bidder has engaged in corrupt or fraudulent practices in competing for the contract/s in question. A bidder suspected to have indulged in corrupt or fraudulent practices risks being prevented from participating in ShelterBox's future procurement opportunities.

7.9. CONFIDENTIALITY

All information in this tender document or otherwise provided in connection with this tender is confidential and may not be disclosed, published, or advertised in any manner without written authorisation from ShelterBox.

All tender documents remain the property of ShelterBox, and all suppliers are required to return to ShelterBox or delete these documents upon request. ShelterBox and any third parties acting on behalf of ShelterBox will consider the responses to this tender confidential. Suppliers who do not honour these confidentiality provisions will be excluded from participating in future ShelterBox supply opportunities.

ShelterBox