

## TERMS OF REFERENCE

April 24, 2025

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### Consultancy for the First Review of Launch (January 2024-July 2025) of the Caritas Internationalis Strategic Framework 2024 – 2030

**The deadline for receipt of proposals is 20 May 2025, 23:59 CET**

#### Background information

Caritas Internationalis (CI), the Confederation of 162 Caritas organisations and 7 Regional Secretariats worldwide working on emergency relief and integral human development, is undertaking the first phase (2024-25) review of the implementation of the Caritas Internationalis Strategic Framework (SF) 2024-30.

Caritas has taken an inclusive and highly participatory process to develop the *Caritas Internationalis Strategic Framework 2024-2030*, with inputs and participation across the Caritas Confederation, comprising the General Secretariat, seven Regional Secretariats and 162 Member Organisations across the globe.

The Strategic Framework is the fruit of reflection and broad consultations with the regional offices, national organisations, Strategic Committees and within the departments at the General Secretariat. It aims to promote the mission of charity as “not just a matter of initiating projects and strategies that prove successful and effective,” - as Pope Francis said, - “but also of engaging in an ongoing process of missionary conversion”.

Thus, the SF is designed as a guiding framework for all Member Organisations and Regional Secretariats of CI to address current challenges and reach joint strategic objectives, making an impact and bringing change as a whole Confederation.

The SF includes **five strategic orientations**: Caritas at the heart of the Church (SO1); Reduce risk, save lives and rebuild communities (SO2); Promote sustainable integral human development and care for creation (SO3); Increase the effectiveness of the Caritas Confederation (SO4); Build global solidarity (SO5). Moreover, eight **shared commitments** which are linked to the Caritas values, were also included in the SF.

#### Purpose and Objectives

The review will be a first external assessment focusing on the launch phase of the CI Strategic Framework 2024-2030 (SF) and how conducive it has been towards the implementation of the Strategic Framework to date. The launch phase includes the period of time starting from January 2024 till July 2025 during which the working structure for the implementation of the SF was developed, MEAL system identified and the first progress on its implementation has become evident.

The purpose of this assignment is to answer the key questions of inquiry, stated in section 9 in this ToR, relevant to the SF launch which includes the first phase of implementation, follow-up and coordination of the SF.

The assignment is aimed at assessing the working structures set up to facilitate and coordinate the CI SF implementation by the Confederation members, while further identifying and documenting achievements to date against the 22 **strategic objectives** of the 5 strategic orientations, 8 **shared commitments** and current **MEAL system**.

As such, the assignment will identify, map, and assess the adoption, and level of SF implementation to date, visible across the seven regions of the Caritas Confederation. Additionally, the assignment will also conduct an informed and critical review of the CI working structures set up to contribute to the realisation of the SF and document key learnings from the implementation of the SF among member organisations and regional offices to date.

The launch phase of the Strategic Framework (January 2024 – July 2025) was intended to: 1) establish a working structure which is responsible for strategic (Committees) and operational (Working and Task groups) implementation of the Strategic Framework; 2) develop a MEAL system for monitoring SF implementation; and 3) achieve first results in the implementation of strategic objectives against developed MEAL indicators.

The assignment will produce answers to the review questions in this ToR and produce key recommendations on how to improve the working structure and its effectiveness, the MEAL system and to better reach the identified Strategic objectives going forward. Recommendations should be utilization-focused and contextually informed, based on evidence on what works, and why, and validated by representatives of the Confederation.

The **key objectives** of this Review are:

- Determine the relevance, effectiveness, efficiency, and coherence of the 22 objectives specified in the Strategic Framework and the shared commitments, in the light of information on the work conducted or potential achievements so far by the Confederation members across regions, and with the changing environment.
- Assess the effectiveness and efficiency of the working structures (Committees, Commissions, Working and Task Groups) to contribute to the SF implementation, monitoring, evaluation, and learning, and the MEAL system.
- Assess the level of ownership of the Strategic Framework by its members and Regional Secretariats and the effectiveness of the Strategic Framework as a Confederation tool for aligning and coordinating the efforts of the Confederation towards reaching common objectives.
- Document key learning, potential best practices and innovative approaches from the launch of the CI SF work done towards its realisation.
- Propose actionable, utilization-focused recommendations on how to improve the value-added by the SF to Confederation members, including how its working structures lead, monitor, follow up and engage with the Confederation in the implementation of the SF.

The findings and conclusions of the first assessment will be used for learning about the Confederation's implementation of the strategic objectives and shared commitments.

### Scope of the Review

The review will cover the period starting from January 2024 till July 2025, i.e. about the first three semesters of the implementation of the Strategic Framework (SF). The object of the review is the SF, its key stakeholders, and the seven regions covered by the Confederation. Since the SF is intended to be implemented together with the Regional Secretariats and the Confederation Member Organisations, the consultant(s) will collect information from the regional offices and a selected number of members as part of the assignment. "Leads" from the General Secretariat responsible for the strategic orientations, and members of the Strategic Orientation Committees, Working and Task groups, Representative Council of Caritas Internationalis (RepCo), will be interviewed. It is expected that the consultant(s) understand and relate to the diversity and independence of the Caritas Confederation's members, their history and their level of engagement with the global Confederation.

### Assignment main users and audience

The main users of the assessment are the Caritas Internationalis Secretariat, the Representative Council and the Executive Board, the representatives and members of the SF's working structures, and the Regional Secretariats of the Caritas Confederation. The findings, conclusions and recommendations from the assignment will be communicated to the main audience of the assignment comprised of the General Secretariat and the seven Regional Secretariats. The 162 Member Organisations of the Confederation across the globe will be informed through the communication deliverables in this assignment.

### Assignment management

The main point of contact for the commissioned consultant(s) will be the CI MEAL Manager in coordination with the MEAL Working Group, and Institutional Development Committee. The final review report will be presented to the RepCo as the unit with the ultimate responsibility for the implementation of the CI SF. The team of the General Secretariat will provide all necessary documentation and will be available for ongoing consultations. It is expected that representatives of the MEAL Working Group and CI GS will contribute with quality assurance (QA) before the consultant(s) submit the final Inception Report, e.g. sign off on final methods and data collection tools, as well as partake in validation and co-creation of recommendations ahead of the final report is being submitted. The commissioned consultant(s) will be responsible for planning, coordinating and implementing the assignment in accordance with this ToR, operationalised through the submitted Inception Report. Key documentation and a list of key informants and stakeholders will be provided as necessary. A list of relevant stakeholders will be provided by the CI Committees' Leads for interviews. The lead consultant is responsible for submitting the inception and final report and summary, and communication materials in a structure and layout that comply with the deliverables in this ToR. Consultants are welcome to propose additional QA functions in submitted tenders and clarify how QA is ensured from their side.

### Assignment Quality

The commissioned consultant(s) shall adhere to the OECD/DAC quality standards for evaluation and must adhere to the principles of **Integrity**, **Objectivity**, and **Respect** for participants and informants. The consultant(s) must conduct the assignment honestly, transparently, and with due diligence to assigned tasks. This includes declaring any potential **conflicts of interest** and ensuring that personal **biases**, or external pressures, do not influence findings, and that all participants are treated with **dignity** and **respect**, ensuring that their views and experiences are valued. It is expected that the consultant(s) commit and adhere to CI principles of safeguarding, anti-corruption, and code of conduct and ethics. The commissioned consultant(s) must ensure that the assignment process does not cause psychological, social, or economic harm to participants.

Assignment participants must be fully informed about the **purpose**, **scope**, and **use** of the assignment. Attention shall be made to obtain voluntary **consent** before conducting e.g. interviews, focus groups, or surveys. Consent should include the **right to withdraw** at any time without repercussions. **Confidentiality** should be followed by ensuring that data collected is securely stored and accessible only to authorized individuals. Individually identifiable information should be removed in line with principles of **anonymity**. Commissioned consultant(s) shall adhere to relevant data protection standards, such as **GDPR**, to prevent unauthorized access or misuse of sensitive information.

### Approaches and Methodologies

Commissioned consultant(s) is expected to utilise a **participatory** approach, meaning that submitted tenders shall state explicitly how key stakeholder will be kept informed, and their participation ensured, during the assignment's main phases. This includes both commissioners, key (internal / external) stakeholders, ensuring their opportunity to bring forward views and suggestions for improvements. The assignment is expected to apply a **gender sensitive**

approach and to have a clear **utilisation** and **learning** focus, capturing and communicating learning relevant for the continued and improved implementation of the SF. Efforts should be made to communicate evidence, findings, conclusions and recommendations in a way that it is easily **accessible**, even to non-specialists, with a view to ensuring that they can be communicated to a wider audience.

It is expected that the consultant(s) will use a **mixed-method** approach, drawing on both qualitative and quantitative data collection methods and sources. This to compensate for the respective weaknesses and biases of different methods. Data collection is envisioned to include both virtual and face-to-face elements. **Triangulation** should be used in the analysis, drawing on insights from several sources of evidence with the aim of verifying findings. Adhering to a participatory approach, the analysis is expected to further have explicit **opportunities for validation** of preliminary findings, conclusions, and to enable co-creation of recommendations among key stakeholders of the assignment. Reporting shall be clear and concise, including both presentations and written reports in accordance with the list of deliverables in this ToR. The exact methodology shall be developed and justified based upon the tenders submitted, and will be specified, finalised, and agreed upon in the Inception Report, including sampling considerations at various levels. Limitations shall be made explicit in reporting.

### Guiding questions for the review

Below are the preliminary guiding questions to be answered through the assessment process. Questions may be added or revised, in line with the objectives of this assignment, during the inception phase and agreed upon in the inception report.

- I. Given current context and visible trends (external or internal/ positive or negative) relevant to the Confederation: how relevant is the SF in line with the changing environment?
- II. What is the added value for Member Organisations and Regional Secretariats of being organised and relating to a joint Strategic Framework?
- III. Assess the level of identified successes visible to date of the Strategic Objectives under each Strategic Orientations<sup>1</sup>, and the adherence to the shared commitments the CI SF against **relevance, coherence, effectiveness, and efficiency**.
- IV. Have national or regional Caritas Confederation Member Organisations adopted, adjusted, or coordinated their strategies in response to the launched global SF?
- V. What are the lessons learned, during the first period of the SF's implementation?
- VI. How **efficient** and **effective** are the current working structures in guiding the SF implementation? and in what ways can the working structures be developed, with due regard of their current mandate, to better support global and regional secretariats and member organisations towards meeting the SF objectives by the end of the strategic period?
- VII. How can the MEAL system at Confederation level be improved to promote accountability, timely and accurate monitoring, and inform learning and adaptive approaches based on evidence of impact?

### Documents available for review

- Strategic Framework
- Mid-term evaluation Report of the previous Strategic Framework, Other Past reviews and evaluation of relevance

<sup>1</sup> (1) Caritas at the heart of the Church (Caritas Identity), (2) Save lives, reduce risks and rebuild communities (Humanitarian), (3) Promote sustainable integral human development and care for creation, (4) Increase the effectiveness of the Caritas Confederation, (5) Build global solidarity (Communications and Fundraising), and eight commitments (see *the Strategic Framework for reference*).

- CI General Secretariat reports to RepCo
- Strategic Committees and Special Commission Reports to RepCo
- MEAL system, indicators
- Reports from Confederation Regions
- Past reviews and evaluation of relevance
- Any other relevant document(s)

### Timeline and deliverables

The Consultant is requested to send a proposal tender by **20 May 2025**, including:

- CV(s) Team member with details of qualifications, experience, and track record of past work done of similar nature.
- A justification of how your experience and profile match the requirements, including CV(s) for those involved in the evaluation.
- A brief note (max. 5 pages) reflecting your understanding of the tasks and roles. Methods to be used and plan for stakeholder engagement you foresee, work plan and the timeline (max. 5 pages).
- 2 Examples of previous, relevant assignments
- A detailed financial offer

Proposals will be sent to Olga Zhyvytsya, Strategy and MEAL Manager, [zhyvytsya@caritas.va](mailto:zhyvytsya@caritas.va) by **20 May**.

The selection of the consultant will be finalised by **10 June 2025**. A contract will be signed with the consultant(s). The total number of days for this consultancy is estimated at approximately 40 days.

### Reporting Requirements and deliverables

1. Kick off meeting to discuss preliminary methods, tools, approaches, timeline, deliverables etc.
2. A draft Inception Report (subject to approval) to be submitted by the end of **June 2025**
3. Final inception report – to be submitted by **15 July 2025**
4. A draft Review report (max 20-30 pages excluding annexes) – to be submitted by **1 October 2025**
5. A validation seminar with key stakeholders, based on the preliminary findings, conclusions and co-creation of recommendations based on the Draft Review report - mid October 2025
6. Final Review Report including validated findings, conclusions and co-created recommendations – to be submitted by **24 October 2025**. The report (max 30 pages plus annexes) shall address all the assessment questions and cover the objectives of the assignment, where useful details by regions are illustrated with concrete examples
7. A summary report (5 pages) highlighting the main findings for the Representative Council (CI governance)
8. Three (or a mix of) case studies (1 page each), infographics, or creative media content: highlighting either identified best practice, key learnings (based on success or failure), key stakeholder messages or significant achievements.

### Requirements for candidates

The consultant will be selected through a transparent tender process, based on professional experience, competence, perspectives and proposed methods and tools to the assignment at hand. Tenders are appraised on the basis of topical content and understanding of the assignment, professional composition, competence and diversity of the

team, and price. As part of the appraisals of compliant tenders, interviews may be carried out to clarify and confirm the details of the information provided.

The consultant, or team of consultants, should jointly cover the following demonstrated experience and competences:

- ✓ Proven experience in assessing, reviewing and evaluating complex multi-country and multi-sectoral programs and strategies.
- ✓ Working experience in Caritas and knowledge of the Caritas Confederation work including coordination of emergencies, global advocacy and communications, management standards and safeguarding.
- ✓ Understanding of Caritas principles and values (including Catholic Social Teaching) and Catholic Church structure and work.
- ✓ Advanced technical knowledge in evaluation and review methodologies and techniques fitting this ToR.
- ✓ Strong qualitative and quantitative data collection, analysis and synthesis skills.
- ✓ Excellent English language skills, good knowledge of French and Spanish are important.