Call for Expression of Interest

The DEC is calling for Expressions of Interest to undertake a Post-Appeal Review for the DEC Middle East Humanitarian Appeal as described in the Terms of Reference below.

Interested candidates should submit the following:

1) A cover note confirming that the bidder can carry out the post-appeal review in the timeframe given in the ToR
2) A brief conceptual framework and proposed approach for how the post-appeal review will be undertaken, including limitations and foreseen challenges (max. 3 pages)
3) CVs for the proposed team members
4) Two samples of previous relevant pieces of work, including a snapshot or factsheet style piece
5) An indicative budget / daily rates for the team

DEADLINE: 10AM 4 December 2026. Expression of Interests should be submitted to accountability@dec.org.uk mentioning: "DEC MEHA Post-Appeal review".

Shortlisted applicants will then be invited to submit a proposal comprising of the elements listed above and/or attend an interview to discuss the proposed approach further by 10AM UK Time, 4 December 2026.

It is expected that this work will be contracted in December 2026, with a view that the majority of the work takes place across the start of January 2027 to May 2027. The DEC reserves the right to negotiate the proposals and budgets with the bidding teams before offering a contract.

Terms of Reference

1. **Background**

Introduction

The **Disasters Emergency Committee (DEC)** brings together fifteen of the UK's leading aid charities to raise funds in response to major international humanitarian crises. The DEC's **Middle East Humanitarian Appeal** (MEHA), launched in October 2024, funds 15 member organisations providing humanitarian response and assistance in Lebanon, Gaza, the West Bank, and Syria.

The DEC appeal has raised £68 million, including £13 million of UK Aid Match. 73% of expenditure has been in Gaza, with smaller amounts of funding also spent in Lebanon, the West Bank and Syria. Locally led delivery has been a core part of this response, with 46% of expenditure has been spent through local/national partners.

As the Middle East Humanitarian Appeal nears a close on 31 January 2027, the DEC Secretariat is commissioning a review of programmes funded by the DEC.

2. **Purpose**

The purpose of this consultancy, a post-appeal review of DEC members' and others' work, is to learn lessons from the DEC Middle East Humanitarian Appeal (October 2024 – January 2027). This study is not an evaluation of members' activities; rather, it seeks to look at the overall work of DEC members within the larger humanitarian context, and from that, aims to identify lessons that can help improve future humanitarian action and establish what contribution members' work made and what changes it contributed to in the wider response.

The post-appeal review consists in two major components:

- A meta-analysis providing an accessible narrative synthesis of the main findings highlighted in DEC members' MEAL-related reports[2] as well as external literature with particular emphasis on areas of convergent findings and indicative learning points. The study should provide lessons for the DEC Secretariat, DEC members, and the humanitarian sector more widely.
- A review of appeal outcomes to understand what changes the appeal and members' programmes contributed to and how, by reviewing the role of DEC members in the wider response to the humanitarian crisis. In previous learning exercises, review teams working with the DEC have made use of approaches like outcome harvesting and/or contribution analysis. Ultimately, it is very important for the review to be open-minded about the diverse range of outcomes that are produced by the overall response, and which explores the role of the DEC as a contributor within a multi-actor, evolving context.

3. **Scope**

The scope of the post appeal review will cover members' DEC funded activities across Gaza, West Bank, Lebanon and Syria. This includes funds dispersed through indicator of capacity funding and the DEC's Collective Initiatives funding pipeline.

Indicator of Capacity

A formula known as the Indicator of Capacity (IoC) is used to allocate DEC appeal funds amongst our member agencies. The calculation, updated annually, takes into consideration how much each member spends on emergency relief and recovery work overseas, and their UK fundraising capacity. The formula ensures that no one agency gets more than 20% of the funds available and none get less than 3%. Because of the IoC, each of our members will know roughly how much money they will get from the DEC as soon as the funds are raised. This helps them begin delivering vital aid within days of a disaster.

Funds received by members through the IoC are spend on lifesaving and life preserving aid, such as distribution of non-food items, ready to eat meals, hygiene kits, multi-purpose cash assistance, medical care and access to clean drinking water, as well as rehabilitation and recovery activities, such as cash for work, livelihood activities, rehabilitation of houses and communal buildings and capacity bridging.

Collective Initiatives

The DEC believes that effective humanitarian responses require more than funding individual emergency and recovery programmes. They also depend on strong coordination, shared learning, innovation and collective action. Recognising this, the DEC established Collective Initiatives: a dedicated funding stream that invests in projects designed to address system-level challenges, strengthen the wider response and generate benefits beyond any single organisation's programme.

Through Collective Initiatives, DEC member charities and their partners work together to test new approaches, improve humanitarian practice and tackle challenges that cannot be solved by individual agencies acting alone. These initiatives can take many forms, including research, pilot projects, partnerships, events and approaches that advance quality, accountability and emerging best practice.

Four Collective Initiatives have been funded as part of this appeal. The DEC expects key resources from all initiatives to be included in the review's meta synthesis. For the review of appeal outcomes, a smaller selection of Collective Initiatives will be included.

4. Guiding questions

DEC wishes to maintain flexibility for the post-appeal review process to be iterative.

Key areas of concerns to the DEC in this response are:

- Coordination between DEC Secretariat, members and local partners, as well as coordination with local and national authorities.
- The ability of communities to provide feedback, complaint and shape the aid they receive. Specifically, a mapping of different DEC member and partner feedback and complaint mechanisms, comparison of best practices and relative weaknesses, challenges and innovative practices.
- Exit & transition strategies in light of ongoing needs, focusing on the sustainability of changes in terms of localised systems and capacity, shift of power, resources and decision making.

These areas largely align with key themes of the DEC Research and Learning agenda, including strengthening a locally led humanitarian system and centering affected communities.

Possible guiding questions are, to be specified with the selected review team:

- What are the key recurrent themes arising from the desk review?
  - For each of these themes:
    - What are the main findings and learning points?
    - Is there any significant divergence in the findings, and if so, what factors might affect or explain this?
    - Where common or consistent findings do occur, what indicative conclusions do these suggest?
  - How have the findings from the DEC Response Review, and other key learning milestones been taken onboard throughout Phase 2?
    - What factors facilitated adoption of learning and what were the barriers?
- What changes did DEC members' work contribute to for affected communities? Were these changes intended or unintended?
- What role was played by DEC members' partners in Gaza, West Bank, Lebanon and Syria?
  - To what extent did those partnerships contribute towards a shift in knowledge, resources, and decision-making power?
  - To what extent did those partnerships contribute to better, more sustainable humanitarian outcomes for communities impacted by the conflict?
  - To what extent were partners able to actively shape DEC-funded programming and how can influence of local and national partners of the shape of DEC appeals be improved?
- What role was played by affected communities in the design and adaptation of DEC-member programming?
- What did community engagement, specifically through feedback and complaint mechanisms, look like in this response?
  - What did FCMs look like across this response? What examples of strong practices are available? What challenges did members and partners face in implementing effective FCMs?

- To what extent did information received through complaint and feedback mechanism contribute to programmatic changes and adaptions?
- How sustainable are the changes that DEC-members work contributed to?
  - To what extent are programmatic outcomes underpinned by responsible exit or transition (out of DEC funding) strategies?
  - What changes, especially in terms of shifting power and enabling lasting change, are likely to continue beyond the DEC-funded response?

5. **Approach**

The consultants are invited to outline an appropriate approach for the assignment in a short conceptual framework; however, the following points should be taken into consideration:

- a desk-based review of members' reports and additional relevant materials is essential
- an outcome analysis to identify changes and effects brought by the appeal, and the factors that enabled or hindered them
- explicit reference to the Core Humanitarian Standard (as the DEC's quality and accountability standard) is expected throughout the report
- remote interviews with key informants (from DEC members and other relevant organisations, such as local partners) typically form a key part of post-appeal reviews

6. **The consultants**

It is expected that the bulk of the work will be carried out by a team of consultants.

The consultants will provide the following:

1. extensive experience in conducting learning focussed studies/reviews/ evaluations of humanitarian programmes
2. proven ability to coordinate a multi-stakeholder review
3. sound understanding of the methodological considerations
4. demonstrable analytical, communication and report-writing skills
5. sound understanding of the context in Gaza, West Bank, Lebanon and Syria and the dynamics of the humanitarian response
6. strong facilitation skills and experience in designing participatory workshops
7. demonstrable commitment to learning and improvement in humanitarian action
8. experience with DEC or a DEC member agency is a plus but not essential

If some or all the consultant team are based in one or more of the countries included in this appeal this will be seen as a strong advantage.

7. **Deliverables and schedule**

It is expected that the bulk of the work will take place across the start of January 2027 to April 2027.

The outputs of this assignment will be:

- A draft report to be submitted in March 2027.
    - including actionable recommendations for programming
    - max 30 pages, plus appendices
- A one or two-page summary of findings that can be translated into Arabic.
- A dissemination event for member agencies, following finalisation of the report.
- An audio/visual output for dissemination to aid workers (a possible additional output)

8. **Budget**

The expected overall budget for this work is between £50.000 and £60.000