



TERMS OF REFERENCE (ToRs)

Performance and Impact Evaluation

OF

iMMAP Inc. Provision of Information Management Support to Ukraine Crisis Response Clusters

I. PURPOSE OF THE EVALUATION

The summative evaluation conducted by iMMAP Inc. aims to evaluate the performance and impact of the project on the clusters and cluster partners supported, as well as to generate lessons learned and recommendations to improve future planning, inform future interventions, and adjust programmatic approaches. Through an analysis of the outcomes and performance of activities execution, comparing them against the initial objectives and goals, it will seek to determine the extent to which the project has enhanced the capacity of the clusters to respond to the crisis in Ukraine and identify weaknesses in the current mechanism that could be addressed to improve the mechanism’s responsiveness, efficacy, and efficiency.

The evaluation will have two key focus areas: a) Effectiveness, efficiency and relevance of the support provided to the clusters and their partners; and b) Relevance of the capacity-building component.

II. BACKGROUND INFORMATION

A. ACTIVITY INFORMATION

Activity Name	Provision of Information Management Support to Ukraine Crisis Response Clusters
Implementer(s)	iMMAP Inc.
Budget	\$ 4,623,744.00
Period of Performance	15 April 2022 – 14 June 2024
Active Geographic Regions	Ukraine, including support provided from Kyiv, Dnipro, Odesa

B. BACKGROUND AND CONTEXT

On February 24, 2022, the Russian Federation launched a military offensive in Ukraine, leading to a rapid deterioration of the security situation. As a result of the hostilities, humanitarian needs in Ukraine remain dire. According to the Humanitarian Needs Overview (2023), 17.6 million people in Ukraine need some form of humanitarian assistance, while 87 percent of People in Need (PiN) face severe,



extreme, or catastrophic needs. In addition, 6.3 million people are estimated to be internally displaced, while 4.4 million people have returned to their habitual place of residence and often face challenges in rebuilding their lives.

Given the rapid escalation of the conflict in Ukraine and the escalating humanitarian needs, there is a need for timely and up-to-date high-quality data. Data availability and data quality are affected by barriers such as access, time, personnel or technical capacity, beyond the protection and security concerns raised by the conflict. As the number of humanitarian actors gradually increased, while coordination mechanisms strengthened, amounts of information and data started growing in parallel. At the same time, this presented novel challenges for the humanitarian community in Ukraine, as massive amounts of information need to be analyzed within a short timeframe to ensure that the analytical insights remain timely and operationally relevant. This is further hampered by the lack of data and tools standardization, which can lead to reduced data quality and inconsistent results.

Since the escalation of the conflict into a war, Food Security and Livelihoods (FSL), Protection, Health and Water, Sanitation and Hygiene (WASH) needs remain to be among the most widespread ones. Damage to health infrastructure, coupled with impeded access to medicines, health, and social services has left 14.6 million people in need of health assistance. The war and associated displacement dynamics, loss of livelihood opportunities, poverty, and reduced access to food contribute to food insecurity, leaving 11.1 million Ukrainians in need of food security and livelihoods assistance. At the same time, 11 million people are in need of WASH assistance, due to the disruption of drinking water supplies, damage to water infrastructure and increased financial costs.

C. DESCRIPTION OF THE ACTIVITY

The project 'Provision of Information Management Support to Ukraine Crisis Response Clusters' started in April 2022 with the aim to provide critical information management (IM) support to humanitarian actors to enhance the coordination mechanism and better identify humanitarian needs and gaps across the country.

The overall goal of the project is to improve the IM capabilities of the humanitarian community by providing IM products and services to Clusters and NGOs operating in Ukraine. The primary beneficiaries of the project are humanitarian clusters, United Nations (UN) Agencies and Non-Governmental Organizations (NGOs) that are engaged in the humanitarian response efforts inside Ukraine.

The Theory of Change (ToC) statement is included below:

- *If the support to the Humanitarian Programme Cycle (HPC) and the humanitarian Clusters is rapidly expanded to respond to the priority needs, then the faster and more accurate data collection and the production of various informative products will be in*



place and the humanitarian actors will be supported in making informed decisions, especially under challenging times like rapidly changing security context and humanitarian priority needs.

- *If IM support by applying standardization rules, promoting best IM practices, and developing systems to automate workflows for complex processes is provided, the information processing time will be reduced, and the human mistakes will be eliminated.*
- *If iMMAP supports the digital transformation of workflows through systems development and enrollment, then it will mitigate risks associated with operational movement in delivering humanitarian assistance.*

Interventions: iMMAP Inc. offers holistic IM services to support clusters and partners, focusing on those clusters providing lifesaving activities to improve their IM processes through standardization, mapping, data management, and tool development and adjustment throughout the project duration. iMMAP Inc. offers holistic IM assistance to the clusters, by assigning IM capacity and providing on-demand support to sectorial and multi-sectorial strategic objectives.

To support the localization efforts, iMMAP Inc. is building the skills, knowledge, and resources of cluster partners to enable them to take the lead in designing and implementing contextually relevant and sustainable responses. The comprehensive training curriculum covers core IM areas such as the Humanitarian Programme Cycle (HPC), data collection and data management, visualization techniques and Geographic Information Systems (GIS).

Outcome: The IM ecosystem in Ukraine is expanded to support evidence-based decisions, minimize the data processing time and ensure that the IM infrastructure is adjustable to respond to the rapidly changing context on the ground, thus ensuring the resilience of the existing IM systems. Ultimately, this ensures that the most vulnerable populations are provided with timely humanitarian assistance based on actual needs. Moreover, the development of the new system mentioned above ensures that the operational and movement risks for humanitarian organizations are mitigated.

III. EVALUATION TYPE

iMMAP Inc. will conduct a summative evaluation to assess the effectiveness and relevance of the selected activities. The evaluation process will include an analysis of the outcomes and performance of activities execution, comparing them against the initial objectives and goals. The evaluation will aim to provide an understanding and insight into the extent to which the activities contributed to the project goal and objectives and achieved the expected outcome.

IV. EVALUATION QUESTIONS



The evaluation questions aim to assess the relevance, effectiveness and efficiency of the selected activities and their implementation:

- **Relevance:** To what degree project outputs are relevant to the implementation plans of the supported Clusters and cluster partners?
- **Effectiveness:**
 - To what extent has the project met the stated project objectives?
 - How can effectiveness be improved?
- **Overall Performance:** What has changed as a result of the project (*i.e.* improvement of humanitarian information management landscape and analytical outputs in newly established and other clusters)?

I. EVALUATION TIMELINE AND DELIVERABLES

An external evaluation will be conducted before the end of the project. The timeline for this evaluation will be determined by the consultant's proposal and is currently projected to span two to three months, tentatively between October and December 2024. The estimated timeframes for each deliverable are outlined below.

- **Desk Review (approx. 1 week)**
- **Inception Report, including final evaluation methodology (approx. 2 weeks)**
- **Primary Data Collection (planning, developing and testing data collection instruments, and KIIs, surveys) (approx. 2-3 weeks)**
- **Presentation of analytical findings (approx. 2 weeks)**
- **Draft Evaluation Report Outline & Discussion on Recommendations (approx. 1-2 weeks)**
- **Draft Evaluation Report (approx. 1-2 weeks)**
- **Final Evaluation Report (approx. 1 week)**

V. EVALUATION FINDINGS DISSEMINATION

The audience for this report will be limited to BHA, and the primary beneficiaries of the support, including Cluster Coordinators and Heads of UN Agencies.

VI. EVALUATION TEAM COMPOSITION



The evaluation team will consist of a team of two external Expert Evaluators, with at least one of them being National. The Senior Expert Evaluator will be mainly focusing on research within UN clusters coordinators and heads of IM units, while the Junior Expert Evaluator will focus on local NGOs which are benefiting from iMMAP Inc. Services.

The Senior Expert Evaluator will possess the following profile:

Education:

- Advanced University degree in a relevant field related to Data sciences, GIS and Digital Transformation, humanitarian/development studies, or any other relevant field.

Language:

- Fluent in English, knowledge of Ukrainian would be an advantage.

Working Experience:

- At least 12 years of post-graduate professional experience in humanitarian settings in areas related to Monitoring and Evaluation, impact evaluations, analysis, information management, data collection tools and needs assessments, including experience in the field.
- Expertise in qualitative data collection tools and assessment methodologies (Essential).
- Experience with conducting a USAID/BHA evaluation (Desired).

Required Competencies:

- **Communications:** Presents information clearly and concisely, both orally and in writing. Listens to and shows understanding of others' ideas and views. Adapts the level of language and/or complexity of content to the audience. Shares information and knowledge with colleagues, staff, and supervisors. Communicates respectfully with all individuals regardless of gender, national and cultural background.
- **Action Management:** Effectively manages own work across multiple tasks or activities. Recognizes opportunities or threats and acts on them with the approval of the supervisor. Responds quickly to emergencies with a solution or a decision.
- **Client orientation:** Actively seeks information and opinions from clients to understand their requirements and to identify their needs and expectations. Meets deadlines for delivering products or services to clients. Keeps clients informed of progress or setbacks. Explains rationale for decisions/outcomes to clients. Solicits ongoing feedback from clients.



- **Flexibility:** Has the ability to adapt to changing circumstances and navigate unexpected challenges that may arise, and to shift priorities while maintaining a structured approach to meeting deadlines and delivering high-quality results.

The Junior Expert Evaluator will possess the following profile:

Education:

- Advanced University degree in a relevant field related to Data sciences, Social Sciences, Computer Engineering, humanitarian/development studies, or any other relevant field.

Language:

- Fluent in Ukrainian and Russian. Professional English.

Working Experience:

- At least 3-5 years of post-graduate professional experience in humanitarian settings in areas related to Monitoring and Evaluation, data collection and analysis, including experience in the field.
- Expertise in qualitative data collection and processing (Essential).

Required Competencies:

- **Communications:** Presents information clearly and concisely, both orally and in writing. Listens to and shows understanding of others' ideas and views. Adapts the level of language and/or complexity of content to the audience. Shares information and knowledge with colleagues, staff, and supervisors. Communicates respectfully with all individuals regardless of gender, national and cultural background.
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- **Flexibility:** Has the ability to adapt to changing circumstances and navigate unexpected challenges that may arise, and to shift priorities while maintaining a structured approach to meeting deadlines and delivering high-quality results.



VII. REFERENCE DOCUMENTS

The following reference documents will be provided to the External Evaluator:

- M&E Plan;
- Indicator Tracking Table (ITT);
- Project Snapshot;
- Programmatic Reports on completed interventions;
- National and subnational coverage table (including IM support and capacity strengthening activities);
- Information Management (IM) products;
- Post-Training Reports;
- Cluster Coordinators and cluster partners contact list;
- Evaluation Report guidance as per BHA standards.