



TERMS OF REFERENCE – URBAN ANALYSIS NETWORK SYRIA (URBAN-S)

Organization: iMMAP

Purpose of contract: Project Final Evaluation

Country/Region: Jordan

Duration: May 17th, 2020 to Jul 16th, 2020

Program Title: Urban Analysis Network Syria (UrbAN-S) for Improved Humanitarian and Recovery Response in Syria (Phase 2)

BACKGROUND

The Urban Analysis Network Syria (UrbAN-S) is a consortium of multiple organizations located in various countries focused on analysing urban areas in Syria, with the objective of contributing to holistic urban information and analysis for better planning, targeting and monitoring of interventions.

The UrbAN-S understands the analysis of urban areas as an adaptive exercise for understanding how cities are or are not functioning, and how the people living in them cope during and in the aftermath of the Syrian conflict. UrbAN-S brings a combination of expertise in urban analysis, information management, and collaborative and inclusive approaches to better understand information needs on the ground, to make information more relevant and more accessible, and to build the capacity of local partners to use that information.

The UrbAN-S project provides interested actors access to analysis of critically affected cities in Syria, based on information on sectors and urban systems, such as demography, skills and labour force, economy, markets and livelihoods, services and infrastructure, shelter and damage, housing, governance, HLP, quality of urban life, mobility and transport

To achieve better and more holistic responses in urban areas, the UrbAN-S operates in close collaboration with the existing structures and coordination mechanisms of Syria, supporting the planning for durable solutions, post-conflict peacebuilding and stabilisation, as well as integrated response planning. The direct impact of these actions providing operational actors with the required tools, approaches and expertise to inform and improve planning and response in Syrian cities.

PURPOSE

To evaluate the performance and impact of the project. The evaluation will also generate lessons learned and recommendations to improve future planning, inform future interventions, and adjust programmatic approaches.

MAIN OBJECTIVE

- Assess the extent to which the project **effectively** achieved its stated objectives and to identify the supporting factors and constraints that led to this achievement or lack of achievement.
- Analyse the **impact** of the intervention in terms of its contribution to a better Urban Information and Analysis in Syria in order to better plan, target and monitor humanitarian and recovery interventions.
- Identify **lessons learned** and potential **good practices**.
- Provide recommendations to the project stakeholders to promote **sustainability**.

More specifically, the evaluation team is expected to apply the evaluative criteria below and to address the key evaluation questions proposed:

Independence: The evaluation should be external, and measures should be put in place to prevent bias.

Usefulness: Evaluation findings must be articulated clearly and in a way that maximises the potential for these findings to inform decision-making.

Representativeness: Evaluations should strive to include a wide range of beneficiaries, including from different genders, age groups, ethnic groups and locations (e.g. urban and rural) as relevant to the project.

Gender Sensitiveness: Evaluations must be gender sensitive and also, where possible, try to assess the intended or unintended effects of the project on gender relations.

Conflict Sensitivity: Evaluations must be conflict sensitive and also, where possible, try to assess the intended or unintended effects of the project on the conflict.

Relevance

- To what extent did the project activities address the priorities and policies of the target group and donor?
- To what extent the project approach was relevant to enhancing urban information and analysis in Syria?
- To what extent are the objectives of the programme relevant to the context?
- To which extent the approach used in the activities' implementation has been relevant to the overall goal and the attainment of the project's objective?
- Provide recommendations on how to improve relevance

Effectiveness

- To what extent has the project met the stated project objectives?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What unintended results (positive and negative) did the project bring about?
- Were the selected modalities effective at meeting the project objectives?
- Provide recommendations on how to improve effectiveness



Efficiency

- Were activities cost-efficient?
- Were objectives achieved as per expected timeline?
- Was the programme implemented in the most efficient way compared to alternatives? Please define which could have been the alternatives to the approach used in the project.
- Provide recommendations to improve efficiency.

Impact

- To what extent has this project achieved the intended outputs and outcomes?
- What was the performance against the stated output and outcomes as well as outcome indicators?
- What has changed as a result of the project?
- What difference has the activity made to beneficiaries in partner organizations in terms of increased ability to undertake urban information management and analyses?
- In which way have the project results impacted humanitarian and recovery actors' knowledge around cities and its priorities?

PROPOSED METHODOLOGY

The evaluation team will propose a methodology in their bid. The consortium will approve the final methodology with the acceptance of the inception report. The methodology must include the following data sources.

- Desk Review of Documents
- Desk Review of Urban-S Primary Data
- Desk Review of Urban-S Analytical Outputs
- Remote and/or face to face staff and partner interviews;
- Online surveys
- Use of global level standard evaluation “Methodology to Assess the Quality and Use of Multi-Sector Needs Assessment Processes” (looking at Relevance, Comprehensiveness, Research Ethics, Methodological Rigor, Analytical Value, Timeliness and Effective Communication”)

The evaluation must use contribution analysis and theory of change to draw conclusions. Additional approaches are welcome and should be explained in the bid and inception report.

The evaluator will need to coordinate with all stakeholders of the project including implementing Partners and sub-contractors while reporting to the iMMAP Country Director for Syria Victor Kimathi (vkimathi@immap.org).

DELIVERABLES AND RESPONSIBILITIES

At the end of the assignment the following deliverables are expected to be shared and will illustrate the evidence found that responds to the purpose, objectives and questions listed in the ToRs.

- Inception Report (including work plan, methodology, key informant list, final report's outline as agreed with management team)
- Data Collection Tools (for KI Interviews, including all field forms used)
- Cleaned and transcribed interviews
- Preliminary presentation of findings to teams to gather first-hand feedback.
- Final Evaluation Report including evaluation results, logical framework follow-up, best practices, lessons learnt, and recommendations.
- Final presentation (through PowerPoint presentation) of the final findings including objective, methodology, main findings and recommendations.

The quality of the deliverables will be assessed by the Project Manager, Area Manager, Communications and Programs Officer, M&E Officer and the Project Officer.

QUALIFICATIONS AND EXPERIENCE APPLICABLE TO INDIVIDUALS OR FIRMS

Education:

Advanced University degree in relevant field related to Social Sciences, information sciences, international relations, humanitarian/development studies, urban planning, urban development, or any other relevant field.

Language:

Fluent in English, knowledge in Arabic would be an advantage.

Working Experience:

At least 12 years of postgraduate professional experience in areas related to Monitoring and Evaluation, impact evaluations, urban planning, urban profiling, joint analysis, information management, data collection tools and needs assessments.

Required Competencies:

Communications: Presents information clearly and concisely, verbally and in writing. Listens to and shows understanding of others' ideas and views. Adapts level of language and/or complexity of content to 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 related to multiple tasks or activities. Recognizes opportunities or threats and acts on them with the agreement of supervisor. Responds quickly to emergencies with a solution or a decision.

Client orientation: Actively seeks information and opinions of client to understand their requests and to identify their needs and expectations. Meets deadlines for delivery of products or services to clients. Keeps clients informed of progress or setbacks. Explains the rationale for decisions/outcomes to the client. Solicits ongoing feedback from clients.

EVALUATION CRITERIA

Overall Response (10 points):

Includes general adherence to terms of reference, quality assurance, duty of care and risks and mitigation measures

Key personnel (20 points):

This includes identification of related work experience, including working with international organizations, working in challenging humanitarian contexts, working with vulnerable populations in data collection, experience with consortia and in similar project's topics.

Proposed methodology (40 points):

This includes provision of a realistic, detailed and achievable plan as well as capacity to fulfil deliverables as needed through a detailed description of the methodological approach proposed.

Financial proposal (30 points):

This includes evaluation of proposed cost in comparison to other bidders.

<i>key performance indicators</i>	<i>Required completion date</i>
Expect Outputs <ol style="list-style-type: none">1. Inception report2. Preliminary findings and recommendations (ppt)3. Final report (Word document)4. Short PowerPoint Presentation	3 June 2020 2 July 2020 16 July 2020 16 July 2020