Request for Expression of Interest
Evaluation Service, UNHCR

Organisation: UNHCR
Title: Evaluation Synthesis: UNHCR Cash Based Interventions (CBIs) in Jordan
Location: Home based
Duration: October – December 2017
Contract Type: Consultancy: 1 Team Leader and 1 Team Member (Junior Consultant)
Closing date: 12 September 2017

BACKGROUND

Since the beginning of 2012, thousands of Syrians have fled their war-torn country and found refuge in Jordan. Only a minority of the registered refugee population – approximately 15 - 20% - have been based in camps; the vast majority are living alongside their Jordanian hosts in urban and rural areas. Jordanian authorities have been very accommodating of the Syrian refugee population, granting them access to the education system, subsidized health care and most recently certain segments of the labour market. However, although the operational context in Jordan has remained comparatively unchanged for the duration of the Syrian refugee crisis, Syrian refugees have found it consistently difficult to make ends meet and the levels of absolute and abject poverty remain high. In this context, cash assistance through UNHCR’s CBI to Syrian refugees outside the camps has been a critical means to ensure survival in exile.

Since 2014, the interagency Vulnerability Assessment Framework (VAF) has helped assess over 130,000 Syrian refugee families, providing comprehensive data about their needs to UNHCR and other VAF partners. In early 2016, VAF data showed 93% of Syrian refugees were living below the Jordanian poverty line of 68 JOD per capita per month, and 80% of Syrian refugees living in Jordanian host communities reported having to resort to ‘crisis or emergency’ negative coping strategies such as depleting savings, taking children out of school, and incurring debt. UNHCR’s own data has shown that 75% of Syrian refugees are highly or severely vulnerable when it comes to shelter. In addition to poverty, particularly vulnerable refugees face numerous other challenges, including war-related trauma, physical disability, and those who are unaccompanied minors and elderly, and single parents trying to care for their children.

Thanks to the generosity of donors and individuals around the world, in 2016 UNHCR has distributed close to US$85 million in cash assistance to over 136,000 Syrian refugees in Jordan. Over US$ 64 million was distributed via monthly financial assistance (MFA). Although the total amount of cash assistance
provided in 2016 was significantly higher than at any time since the start of the crisis, 53,000 individuals are currently on the waiting list for cash assistance.

In August 2016, UNHCR launched the Common Cash Facility (CCF) as a one partner-platform for cash delivery. By the end of 2016, the CCF included six organizations providing cash assistance in Jordan (at the time of this writing, nine partner agencies comprise the CCF). The CCF offers economies of scale and cost advantages, whilst ensuring each organization maintains a separate and direct relationship with the bank, upholding financial integrity and accountability. The combined strength of partners within the CCF has allowed us to negotiate record lows for banking rates and premium services.

UNHCR values the dignity that cash assistance allows. Beneficiaries are not required to queue at a charity or NGO. They receive cash using the same payment facilities that any Jordanian would use (ATM), and cash allows the dignity of choice – allowing families to determine what the purchasing priorities are for the month. The programme is card-less, pin-less, and cash withdrawal is fraud-proof. This process enables refugees to use the cash directly for the most needed items, such as rent, utilities, and other expenditures. Moreover, using cash assistance means that the provision of humanitarian assistance also directly and efficiently injects cash into the Jordanian economy.

**TORs**

Please refer to the attached document for detailed TOR.

**Guidelines for submission of proposals**

It is envisaged this will be a desk-based assignment mainly involving document review, data analysis and evidence synthesis. It is important to note, there is a significant quantitative analysis component to this piece of work.

The evaluation synthesis shall be conducted by a team of up to two expert evaluators with the right composition of skills and expertise, as outlined in the TORs in the section ‘Essential Skills and Experience’. If applying as a team, one member of the proposed team must be identified as the Team Leader.

For the purpose of this evaluation synthesis, UNHCR Evaluation Service (ES) wishes to engage the services of individual consultants. UNHCR ES requires submission of a concise technical proposal compliant with criteria that are in line with the agency’s procurement standards as specified in the next section. Team Leader proposals should stipulate the level of effort to be committed by each of the team members in each phase of the deliverables referred to in the timeline, regardless of whether an individual or joint application is being made.

Applications must also include at least two recent examples (from the last 24 months) of relevant piece of work completed by the interested consultant(s) and contact details for three professional references. UNHCR’s Evaluation Service will contact referees for feedback on services provided to them by the consultants. Consultants may be asked to provide additional information at the proposal assessment stage.
The technical proposal for Team Leader should be concisely presented and structured in the following order to include, but not necessarily be limited to:

Proposed Services
- Details of the proposed evaluation synthesis approach, and proposed methods for data analysis and synthesis.
- Presentation of a work plan based on the timeline presented in the TOR.
- If submitting a joint application, details of respective team members’ required level of effort (the members will be contracted separately).

Interested applicants are also required to submit a motivation letter (maximum 2 pages), which includes but is not necessarily limited to:

- Details of how they meet the ‘Essential Skills and Experience’ outlined in the TOR, including description of past professional experience and evidence of their capacity to lead this evaluation synthesis.
- At least two recent samples of other evaluations, evaluation syntheses or research that pertain to cash based interventions, forcibly displaced populations, refugee protection and/or other related topics;
- Contact details for three references.

Duration (person-days)

UNHCR estimates that 50 person days (to be divided between two consultants if submitting a joint proposal) would be necessary to undertake this evaluation synthesis. Rates will be guided by UNHCR’s Policy on Individual Consultants.

UNHCR welcomes individual and/or joint submissions. However, the contracting modality for this evaluability assessment will be through individual consultancy contract i.e. each member of the team will receive a separate contract. All rates are fixed, and will be paid in line with agreed milestones.

Awarding the contract and payment

Proposals will be assessed on the quality and relevance of both the proposed services and consultant qualifications. Short-listed applicants may be requested to participate in a telephone interview, or supply additional references and/or samples of work.

To Apply:

Interested applicants should submit their proposal and P11 with the subject ‘Evaluation Synthesis – UNHCR CBIs in Jordan’ to the UNHCR Evaluation Service email address hqevaser@unhcr.org

**DEADLINE FOR SUBMISSIONS is Tuesday 12 September 2017**
Terms of Reference

Evaluation Synthesis – UNHCR Cash Based Interventions in Jordan

Background
Since the beginning of 2012, thousands of Syrians have fled their war-torn country and found refuge in Jordan. Only a minority of the registered refugee population — approximately 15 - 20% - have been based in camps; the vast majority are living alongside their Jordanian hosts in urban and rural areas. Jordanian authorities have been very accommodating of the Syrian refugee population, granting them access to the education system, subsidized health care and most recently certain segments of the labour market. However, although the operational context in Jordan has remained comparatively unchanged for the duration of the Syrian refugee crisis, Syrian refugees have found it consistently difficult to make ends meet and the levels of absolute and abject poverty remain high. In this context, cash assistance through UNHCR’s CBI to Syrian refugees outside the camps has been a critical means to ensure survival in exile.

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Purpose and Objectives
The UNHCR operation in Jordan has grown significantly since 2011 to become one of the organization’s largest and most innovative emergency relief operations globally. CBI programming has played a significant role in achieving this scale, accounting for up to a third of the UNHCR Jordan operations budget. In light of this, the UN Board of Auditors has recommended UNHCR consolidate learning from Jordan CBI programming to help inform the roll out and scale up of similar cash assistance operations in other countries.

UNHCR Jordan has both commissioned, and participated in, a number of evaluative studies and reviews of their CBI programing over recent years. In addition, UNHCR’s own post-distribution monitoring (PDM) of cash assistance has produced a large volume of valuable data on the spending patterns of cash beneficiaries, as well as providing crucial information on funding gaps and regular feedback information on the satisfaction levels of cash beneficiaries. Given the volume of CBI programming in Jordan, and the availability of a range of recent and strategic studies and reviews and raw data, UNHCR is commissioning an independent evaluation synthesis to:

• Systematically consolidate and analyze learning from the UNHCR Jordan operation – including on the effects of UNHCR CBIs on the lives of Syrian refugees – to support improvements in the ongoing implementation of CBIs in Jordan; and,
• Identify key lessons and good practice – including in addressing challenges and constraints – which may be useful in the design and management of large-scale cash transfer programmes in other operational and refugee contexts.

Proposed Approach
It is expected the consultant(s) will utilize a mix of qualitative and quantitative methods to analyze and synthesize existing evaluative evidence and raw data. The evaluation synthesis should draw conclusions on prevailing good practice and lessons learnt in the technical, operational and administrative/management elements of UNHCR CBIs in Jordan, reflecting on overall programmatic effectiveness.

The evaluation synthesis should yield analysis that will feed into UNHCR’s articulation of added value and comparative advantage in delivering CBIs in refugee settings at the global level. As such, UNHCR would anticipate particular focus on identifying emergent good practice and lessons learnt related to adaptability and flexibility, the adoption and roll out of innovative practices, the design and use of targeting criteria in beneficiary selection and the creation of cooperation and coordination mechanisms with partner organizations.

UNHCR envisages the evaluation synthesis will comprise of three phases:

- **Inception**: Briefings with relevant UNHCR staff at HQ and in Jordan (conducted remotely); desk review of UNHCR and Jordan operation specific CBI background documents; preliminary desk review of existing internal and external research studies and reviews; identify proposed lines of inquiry and define methodology and analytical framework (to be discussed and agreed with UNHCR prior to analysis and synthesis phase).

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1 Including but not necessarily limited to:
http://data.unhcr.org/syrianrefugees/working_group.php?Page=Country&LocationId=107&Id=71
➢ **Analysis and synthesis**: Systematic meta-analysis of existing internal and external research studies and reviews[^2] on the UNHCR CBIs in Jordan; quantitative analysis, including further comparative retrospective analysis where possible, of existing data from VAF home visits, UNHCR post-distribution monitoring and existing research studies (where available); synthesis of emerging evidence against agreed lines of inquiry; preparation of draft evaluation synthesis report and summary PowerPoint presentation.

➢ **Validation and finalization**: Circulation of draft report and summary PowerPoint presentation for review and comments (including quality assurance); finalization of evaluation synthesis report and summary PowerPoint presentation.

### Timeframe and Deliverables

The UNHCR Evaluation Service will manage the evaluation synthesis, in close collaboration with the UNHCR Jordan Office and other relevant stakeholders and divisions. All deliverables will be subject to UNHCR quality assurance review prior to finalization.

UNHCR anticipates the evaluation synthesis will be conducted by no more than two consultants, and will be completed by end 2017 within a maximum of 50 ‘person days’. This is a home-based consultancy, with stakeholder consultation to be conducted remotely as required.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
<th>Indicative timeline</th>
<th>Indicative number of person days</th>
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<tbody>
<tr>
<td>ToR finalised</td>
<td>August 2017</td>
<td>-</td>
<td></td>
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<tr>
<td>Call for Expressions of Interest (EoI)</td>
<td>August - September 2017</td>
<td>-</td>
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<tr>
<td>Selection and contracting process</td>
<td>September 2017</td>
<td>-</td>
<td></td>
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<tr>
<td>Inception phase</td>
<td>Finalised and agreed methodology and analytical framework.</td>
<td>October 2017</td>
<td>15</td>
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<tr>
<td>Analysis and synthesis phase</td>
<td>Draft evaluation synthesis report (maximum 40 pages exc. annexes) and PowerPoint presentation (max. 10 slides).</td>
<td>October – November 2017</td>
<td>25</td>
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<tr>
<td>Validation and finalization phase</td>
<td>Final evaluation synthesis report (max. 40 pages exc. annexes) and PowerPoint presentation (max. 10 slides).</td>
<td>December 2017</td>
<td>10</td>
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[https://openknowledge.worldbank.org/handle/10986/23228](https://openknowledge.worldbank.org/handle/10986/23228)
[www.alnap.org/resource/20534](http://www.alnap.org/resource/20534)
[http://www.unhcr.org/59438e474.pdf](http://www.unhcr.org/59438e474.pdf)

Up to date publications related to VAF:
**Essential Skills and Experience**

The evaluation synthesis will be carried out by a maximum of two external consultants, one of which must be designated Team Leader. The consultant(s) will be expected to demonstrate:

- Significant professional experience conducting and/or managing strategic evaluations at field or global levels in line with established norms and standards. Prior experience working on evaluation and/or evidence synthesis would be highly desirable.
- Demonstrable institutional knowledge of the UN, and in particular of UNHCR’s protection mandate and operational platform.
- Proven experience and in depth technical knowledge of cash based interventions.
- Excellent qualitative research and analysis skills, with emphasis on the design and use of comparative analysis methods and tools.
- Excellent statistical and quantitative analysis skills, including:
  - Good applied statistics skills, such as distributions, statistical testing, regression, etc.
  - Proficiency use of statistical software packages (e.g. SPSS, Python etc).
  - Good scripting and programming skills with an emphasis on producing reproducible analysis.
  - Proficiency in using query languages such as SQL would be highly desirable.
- Experience with common data collection toolkit. Specific experience with Kobo and ODK would be highly desirable.
- Proven experience in the design and application of relevant mixed methods analytical tools and frameworks.
- Excellent English-language drafting skills and extensive experience conveying complex information clearly and compellingly through the use of visual media for a range of audiences (i.e. using data visualisation tools).