

Terms of Reference

Proposed position	Mid-term reviewer(s)
Activity name, description and number	Mid-term review of the DEALS programme
Name of expert/organisation	
Background of the DEALS programme and ToC	<p>This is the ToR for the mid-term review of the Governance of Inclusive Green Growth in Cities (DEALS, 2017-2022) programme in Kumasi, Pathein, Pereira and Sèmè-Podji.</p> <p>These 4 fast-growing intermediary cities have been participating in the programme just after the United Nations agreed on the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs) to work on the transition to inclusive and sustainable development and with the assumption that in these cities there are special opportunities to make this transition.</p> <p>For this transition new forms of cooperation are needed between local government, companies, social organizations, knowledge institutions and funding partners. The programme works on ways to improve the performance of the local government in this cooperation. This is necessary because local and urban government is becoming increasingly important and complex. There is a growing need for a collaborative, responsive and flexible municipality.</p> <p>Our ultimate goal is to keep the cities of the future alive and sustainable. Our main focus is on the interests of people earning less than 1.25 US dollars a day.</p> <p>For each city, a program is tailor-made based on local priorities. As part of VNG (Association of Netherlands Municipalities) we have over a hundred years of experience in the field of local governance.</p>
Background of the City programme and ToC	<p>Kumasi</p> <p>The overriding sustainability problem in Kumasi is the very fast growing population, due mainly to an influx of people from other parts of Ghana, and the resulting land use change, haphazard development, congestion, housing shortage, waste and environmental pollution. Since many years rural-urban migration has intensified the formation and growth of slums in metropolitan areas of Ghana. This migration has resulted from both pull factors (e.g., the attraction of urban economic and livelihood opportunities) and push elements (e.g., rural labour surplus because of growing population in the north of the country and fewer opportunities in agricultural and pastoralist activities). The situation of the slums and their dwellers is appalling because they lack the most necessary conditions for a decent living. In the case of slums (Zongos</p>

as they are known in Kumasi) development, the main problem is the lack of affordable land for social housing. The development of Zongos has also strong links with the central market and its flows and relationships. Most of the people make their living working at the central market of Kumasi. The Central Market are not only physical infrastructures hosting merchants who interact with purchasers but the nodes a social, economic, cultural, gender, ethnic and power relationships that constitute the intangibles of the concept of a market. The process of decongesting the Central Business District (CBD) in Kumasi by undertaking the construction of satellite markets is underestimating the role of markets in the daily life of the residents.

This programme aims - Theory of Change (October 2019) - to contribute to:
 Global impact: Make cities and human settlements inclusive, safe, resilient and sustainable (SDG 11)

Impact: Enhanced living conditions for urban poor in Kumasi

Outcome: Responsive integrated, inclusive and multilevel governance of KMA on slum development, sustainability and decongestion in Kumasi.

Intermediate outcomes

1. Inclusion of stakeholders in the formulation of KMA's decongestion strategy
2. Policies on decongestion and slum development promote gender equality and the living conditions of the urban poor
3. Through an integrated governance approach, KMA is responsive to input of stakeholders related to the development of satellite markets.
4. KMA successfully establishes cooperation mechanisms with other stakeholders (governmental and non-governmental) related to decongestion, sustainability and slum development
5. KMA engages in co-creation with other stakeholders on circular economy initiatives through its Circular Economy Hub

Output: Products and pilot initiatives that support interdepartmental cooperation, citizen engagement, multi-stakeholder collaboration, and multilevel governance.

Pathein

Pathein is Myanmar Myanmar's 6th largest city. Situated in the heart of the fertile Ayeyarwaddy (or Irrawaddy) Delta, it also is a corridor city with a population estimated at 380.985 (census of 2014). Pathein is a rapidly urbanising township with urgent challenges with regard to sustainable waste and water management. In addition, Pathein township is confronted with challenges related to spatial planning (land use, housing), social (gender inequality), economic (informality, urban poor), health and expansion of

squatter settlements. In Pathein, inclusivity and sustainability of poor urban communities (including informal settlers) around the creeks, small streams and gutters should be collectively addressed by different stakeholders on the initiative of Pathein Township.

This programme aims - Theory of Change (October 2019) - to contribute to:
Global impact: Make cities and human settlements inclusive, safe, resilient and sustainable (SDG 11)

Impact: Reduced environmental impact of and enhanced living conditions for urban poor residents living in flood prone areas in Pathein

Outcome: Improved capacity and policies of Pathein Township for integrated, multi stakeholder and inclusive approaches to sustainable waste and water management for urban poor communities in flood prone areas

Intermediate outcomes

1 - Change in policy formulation and implementation

1. inclusion of all stakeholders (including men, women, informal settlers) in policy making process (process)

2. sustainable waste management strategy is inclusive

3. implementation of policy measures (budget and activities) that enhance sustainable waste and water management for urban poor (compliance)

Intermediate outcomes

2 - Change in institutional capacity

4. Increased participation of poor urban residents in township meetings regarding sustainability (quantity)

5. increased sense of urgency of Pathein township staff on sustainability challenges (perceptions)

6. Improved participatory budgeting and planning for integrated waste management services

7. Public private partnerships for sustainable waste and water management established

Output: Approaches that promote integral solutions for improved environmental management are developed and implemented

Pereira

The 6th city of Colombia, Pereira has 443,554 inhabitants (census of 20 June 2005), others estimate the population of Pereira at 700.000. In comparison to the other cities in Colombia, Pereira is the most urbanising. Urban poverty (14,4% poverty, 6th city in Colombia with least poverty) and inequality (0,41 GINI, 2nd city in Colombia with least inequality) in relation to

the local governments' sphere of influences concern people informally recycling waste. Changing governance perspective in integrated waste management generates opportunities for sustainable development of the city on the long term. A city deal between the involved waste management stakeholders could help the sustainable implementation of the formalisation of waste pickers in Pereira. It is still to be demonstrated that this model of inclusive urban management is viable and sustainable.

This programme aims - Theory of Change (October 2019) - to contribute to:

Global impact: Make cities and human settlements inclusive, safe, resilient and sustainable (SDG 11)

Programme impact: Enhanced working and living conditions for informal settlers and solid waste workers in Pereira

Outcome 1: Responsive integrated (waste, social, environmental) municipal policies to the formalisation of informal solid waste workers (Decree 596) in Pereira.

Outcome 2: Responsive integrated institutional development of the municipal Pereira to the needs of informal solid waste workers

Output: Products that promote integral solutions for the formalisation of informal waste recyclers are developed and implemented

Sèmè-Podji

Whether one speaks to the municipal civil servants, the Mayor, a primary school principal or a farmer, recurrent floods are communally recognised to be the principal challenge to the municipality's governance and environment. Simultaneously, located between Benin's two capitals (political and economic) Cotonou and PortoNovo, the municipality is experiencing a population growth that leads to rapid and often unplanned urbanisation. In this context, waste management poses a real environment challenge and tends to affect particularly the poorest within society. A City Deal provides an excellent approach to instigate an innovative collaboration in which each partner bears a certain responsibility in order to achieve an overarching goal together. In close concertation with the municipality of Sèmè-Podji solid waste management and its valorisation (circular economy) is identified as the most opportune sector to experiment with managing the constraints as well as seizing the opportunities of the tandem urbanisation and floods. The project will take into account the different stages of the waste management, including the management of the recycling and the use of materials from waste, while aiming for the inclusion of marginalized groups in the community.

Impact: Enhanced living conditions for urban poor in Sèmè Podji

	<p>Outcome: Improved capacity and policy of Sèmè Podji municipality for integrated, multi-stakeholder and inclusive governance approaches to face the challenge of waste management</p> <p>Intermediate outcomes</p> <ol style="list-style-type: none"> 1. Strengthened organisation and functioning of the PME (collection) sector 2. Increased awareness at the municipal level of sustainable and inclusive waste management, practices and (health) risks 3. Increased number of public-private sector initiatives 4. Participatory waste related policies and regulations formulated 5. Inclusion of stakeholders in policy making processes 6. Implementation of the different policies and steps of the waste-management chain <p>Outputs:</p> <ul style="list-style-type: none"> - Coordination of strategies, plans, budget activities by City Focal Team - Multi-Stakeholder cooperation deal - Pilot project on waste management in Agblangandan - Investment in infrastructure - Framework for joint monitoring and learning - The programme has contributed to learning and innovation to support the transition to sustainability in Sèmè-Podji
<p>Previous missions: objectives and results</p>	<p>No previous external evaluations of reviews have taken place within the framework of the DEALS programme.</p>
<p>Aim of this assignment</p>	<p>To review the DEALS programme at its mid-term for an improved programme for the remaining period.</p>
<p>Specific questions for this evaluation</p>	<p>The DEALS programme departs from a certain assumptions and a specific approach. It would therefore be relevant to have a review with the following key questions:</p> <ol style="list-style-type: none"> 1. The DEALS programme aimed at having a positive impact on the lives of the most vulnerable and poor people in the cities, through innovating local governance (collaborative, responsive and flexible)of the local government. What did the targeted vulnerable and poor people in the

	<p>target cities notice of the DEALS programme? What current challenges are the programme teams^[1] dealing with and how did they address them?</p> <ol style="list-style-type: none"> 2. The DEALS programme works with Theories of Changes per city. How did project teams and target city implement the Theories of Changes? How could the theories of change be more transformative/have more impact/be more realistic for the city? To what degree does the DEALS programme contribute to learning by/in the partner cities? 3. The DEALS programme is a capacity development^[2] programme. How did the project team build capacity with the key stakeholders involved in the programme? How did the project team and partner city deal with conflicting interests as part of the stakeholder engagement process? 4. Through capacity development the DEALS programme aims to sustain impact (keeping the cities of the future alive and sustainable) over time. What do you think are the main outputs, outcomes and impacts of the DEALS programme? What do you think is needed in order to better maintain the impact of the programme over time? 5. What are recommendations for up-scaling, considering the tailor-made and demand-driven character of the programme? How does learning by/in the city contributes to up-scaling? Up-scaling, for example in terms of other comparable cities, neighboring cities, or other vulnerable groups in the city.
<p>Evaluation scope and general approach</p>	<p>The evaluation will focus on the period from 1 September 2017 – 31 December 2019</p> <p>The evaluation will focus on the appreciation of the DEALS programme, for the cities of Kumasi, Pathein, Pereira and Sèmè-Podji.</p>
<p>Quality of technical proposal (40 points)</p>	<p>The evaluator is asked to propose an approach for the evaluation, a generic list of possible activities is included under proposed activities to be performed.</p> <p>The proposal should include an outline of the division of activities of the involved reviewers, including roles and functions of the reviewers.</p> <p>A small Evaluation Steering Committee will be established. The aim of the committee is to ensure the quality of the evaluation.</p>

^[1] Within the programme, per city, several groups of people can be identified that work together in teams.

^[2] The Netherlands ministry of Foreign Affairs has extensive experience using the 5Capabilities model for evaluation of capacity development programmes. VNG International also has applied this model in the design of the DEALS programme. It is suggested to be used for the evaluation.

<p>Proposed possible list of activities to be performed</p>	<ol style="list-style-type: none"> 1. Desk study of DEALS programme documents 2. Kick-off meeting for the evaluation in The Hague (in the first two weeks). 3. Individual interviews with VNG International programme staff, City Focal Persons, City representatives, City partners and stakeholders relevant to the programme objectives, representatives of the advisory committee members, the DEALS programme financier (ministry of Foreign Affairs account holder and representatives of the Embassies of the Kingdom of the Netherlands). 4. Field visit to the partner cities in the programme, including validation meetings of preliminary findings. 5. Evaluation group working sessions with stakeholders as mentioned under activity 3. 6. Accompanying/coaching of peer evaluators during the field visit, as mentioned under activity 4. 7. Validation meeting of preliminary findings in The Hague. (end-July 2020) 8. Presentation of end conclusions and recommendations in a meeting in The Hague (mid-August 2020). 9. Submission of final evaluation report before 31st of September 2020. <p><i>Gender equality and the safeguarding of the environment is to be ensured in the development and implementation of all activities.</i></p>
<p>Outputs (expected deliverables)</p>	<ol style="list-style-type: none"> 1. Inception report 2. Progress updates after each of the field visits 3. Draft evaluation report 4. Final evaluation report 5. Activity materials (presentations or facilitation materials). 6. List of lessons learned and recommendations to the programme management after each assignment performed ('evaluation of the activity') <p><i>Outputs need to be gender sensitive.</i></p>
<p>Reporting requirements</p>	<p>The routing of the reporting on outputs occurs according to the following guidelines:</p> <ol style="list-style-type: none"> 1. The expert will work in close collaboration with the VNG International project manager and City Focal Person to ensure alignment of the activities 2. The expert will ensure that a proper level of information prior to, during and after the activity is provided to VNG International

<p>Minimum qualifications</p> <p>Experience and knowledge of the Team Members (50 points)</p>	<p>3. The expert will report directly to VNG International</p> <p>A gender balanced team of maximum 4-5 evaluation experts, with the following qualifications:</p> <ol style="list-style-type: none"> 1. Lead evaluator (who can be the same as one of the city evaluators, profiles) 2. 3-4 city evaluators <p><i>[Education]</i></p> <ul style="list-style-type: none"> • University Master Degree in Public Administration, Social Science of equivalent. <p><i>[Professional experience]</i></p> <ul style="list-style-type: none"> • Over 15 years of relevant specific professional working experience in the field of local governments, urban development, and sustainability. • Over 5 years of specific experience with waste and water management programmes • Over 10 years of relevant specific professional working experience in monitoring and evaluation of bilateral donor financed development cooperation, with preference multiple country, programmes. • Over 5 years of knowledge and experience with multi actor constellations • Over 5 years of knowledge and experience with gender • Extensive living and working experience the countries of the DEALS programme: Ghana, Benin, Colombia, Myanmar, with preference of multiple countries <p>Evaluators need to:</p> <ul style="list-style-type: none"> - Have relevant and recent experience in conducting evaluations for 10 years, especially of programmes related to capacity development / local governance - A relevant network of good quality researchers/evaluators in the countries that are part of the evaluation - No conflict of interest <p><i>[Skills]</i></p> <ul style="list-style-type: none"> • Excellent evaluation skills (interviews, surveys, focus-group discussions etc.) • Excellent data analysis and presentation skills • Excellent communication skills
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	<ul style="list-style-type: none"> • Excellent reporting and writing skills • Excellent knowledge of English, and in addition preferred knowledge of Spanish and/or French • Gender sensitive
Financial proposal (10 points)	<p>Total price (excl. VAT)</p> <p>Lowest offered price/price of tenderer</p> <p>The evaluator is asked to make a financial proposal, including the amount of foreseen working days per person, expert day rates, and travel costs (costs of flights and per diem etc.)</p> <p>The maximum budget available is 70.000 Euros.</p>
Period of the assignment	Between June 1 st to 31 st of September 2020 (3 months)
Place of the assignment	Home-based, The Hague (The Netherlands), Kumasi (Ghana), Sèmè-Podji (Benin), Pereira (Colombia), Pathein (Myanmar)
Contact details of VNG International project manager	Irene Oostveen, irene.oostveen@vng.nl , +31 70 373 8773.
Resources (background information):	<ol style="list-style-type: none"> 1. DEALS programme proposal (27 February 2017) 2. DEALS Inception report (February 2018) 3. DEALS annual plan 2019 (October 2018) 4. DEALS annual report 2018 (March 2019) and 2019 (March 2020) 5. AKVO/IATI thee-monthly updates 6. DEALS activity reports <p>The evaluators will be given access to <i>Teams</i>, an online platform where documents are shared.</p>