

Terms of Reference

Midterm Evaluation of the International Society for Urban Health and the Healthy Cities for Adolescents Program

1. Introduction

Background on Implementing Partner (ISUH / Panorama)

The International Society for Urban Health (ISUH) is committed to facilitating critical thinking and innovative action on urban health. The ISUH was founded by The New York Academy of Medicine in 2002 and has become the only global non-governmental organization solely focused on advancing urban health and health equity by addressing its broader determinants. Through its annual conferences and collaborative activities, the ISUH serves as a platform for interdisciplinary academic experts—researchers and educators--, program leaders and policymakers from multiple sectors in government and the private sector—NGOs and business – to learn from each other and advance evidence and action that improves urban health. In the past year, ISUH has made a transition to from a program of The New York Academy of Medicine to its current status as an independent NGO (501c3 organization in US law) and is now in contract with Panorama Global as its fiscal intermediary.

Panorama Global describes itself as an action tank, which achieves social impact by partnering with visionary leaders to co-develop solutions. Panorama Global was founded in 2017 and has its office in Seattle, USA and is a non-profit organization in US law.

Program Description

The Healthy Cities for Adolescent (HC4A) Program originates from a global challenge initiated by Fondation Botnar in early 2018 and approved in May 2018 and managed by ISUH. The challenge called for innovative proposals to meaningfully contribute to change in secondary cities to promote their goals in improving the wellbeing of young people with multisectoral consortia.

The Program has the objectives to:

- * Increase focus on adolescents as change agents
- * Deepen knowledge of how to promote health for adolescents (age 10-15) in secondary cities
- * Leverage multi-sectoral partnerships to sustain change
- * Harness the potential of digital transformation
- * Develop a learning agenda for advancing urban health for adolescents (10-15)
- * Provide evidence and advocacy for policy change to support project goals

Start date: 01.05.2018

End date: 31.04.2022

At the stage of initiation, Fondation Botnar had just recently agreed on a new strategy. The HCA Challenge was one of the first global initiatives for the respective implementation. Further, this was the first mandate of ISUH for such a challenge facilitation and implementation of a program, which included the need to hire resources specifically for the program. Considering this, there was a lot of testing involved and many learnings were to be made throughout the Challenge as well as implementation for both Programs. The HCA Challenge was, in a way, a learning initiative and was guided by co-creation with the foundation

Implementation Timing / Current Status

The challenge that was facilitated on the platform InnoCentive, resulted in 5 chosen projects, which are situated in secondary cities in Ghana, Senegal and Colombia. The number of projects was lower than expected and budgeted for, due to many applications being rejected for the lack of quality.

After the first phase of planning, training/capacity building, and with ongoing guidance, all 5 projects are currently implementing their activities (please see the [program website](#) for the project descriptions).

Scoping exercises for new projects are underway for India and Vietnam for the expansion of the existing portfolio. The COVID-19 pandemic has slowed and/or interrupted progress variably at each site and will affect the in-country vs. Virtual nature of new project development process.

The program has a dedicated HCA team who, after supporting the initial design and start-up phase, now are engaging country based consultants which will provide front line support, monitoring and evaluation of the individual projects and overall project management against overall program goals. The ISUH supports the HCA core program team by providing a high-level review of project financial and programs monitoring reports, consulting on and facilitating final language and terms and conditions for consultants and contracts and serving a strategic resource to the HCA team as requested.

Background on Funding Partner

Fondation Botnar is a Swiss-based foundation whose core purpose is improving the health and wellbeing of children and young people in growing secondary cities around the world. We do this by investing in sustainable solutions, learning with, connecting and catalysing diverse partners.

At Fondation Botnar, we recognize the value of learning in effectively driving towards systemic change, and are committed to cultivating and nurturing learning both within and outside of the organization.

2. Evaluation Objective and Priority Questions

Evaluation Objectives and Purpose

There are two evaluation objectives and purposes:

1. Gain a better understanding of the HC4A Program and its context and assess the prospective trajectory of the program in alignment with the Strategy of Fondation Botnar.

The first objective has a learning character, aiming to shape the long-term focus of the program, but also to better understand the already existing program. To work towards systemic change, it is important to continuously assess the program path, the relevant stakeholders and the environment the program is embedded in.

2. Assess to what extent ISUH and Panorama have the capability to manage the program in the context of extending the program and what value they bring to the program.

Considering the organisational history and the recent transition of ISUH, the mid-term evaluation enables the opportunity to reflect on the organisational capability and process of implementing a program like HC4A.

Primary Questions

Evaluation Objective 1:

1. What is the theory of change and the mechanisms of the program on how it wants to contribute to adolescent wellbeing?

2. What is the larger systemic context in which the program is embedded in?
3. Who are the main stakeholders and what are their needs/interests concerning the theory of change?
4. What are the key factors or principles of successful multisectoral partnerships that benefit the program and what are the challenges?
5. What could be adapted to better achieve the objectives of the program?

Evaluation Objective2:

1. To what extent do ISUH and Panorama have the organisational capability to manage the program to achieve the objectives?
2. What value does ISUH contribute to the program?

Alignment with Fondation Botnar Strategic Learning and Evaluation

The project is part of the portfolio of Fondation Botnar's Strategic Objective 1: Cities Fit for Children and Young People. This portfolio aims to support the foundation's objectives by catalysing cross-sector partnerships to address local needs in secondary cities. Fondation Botnar emphasises learning to understand the systems affecting young people's wellbeing and achieve its vision. Strategic learning agendas guide this approach through learning questions for focused enquiry. The primary learning question for Strategic Objective 1 is:

How can we create an enabling environment for the relational wellbeing of children and young people in our dialogue approach with our partners at the city level?

While it is not the primary focus of the evaluation, the learning questions should be taken into consideration in case captured findings are applicable.

3. Methodology and Paradigm

Paradigm and Approach

The evaluation exercise regarding the first objective can be described as falling primarily within the theory-based and complexity-responsive evaluation. The use of a mixed-methods approach should be considered. The application of a theory-based approach is believed to be necessary to complete this evaluation exercise. There is an option for two case-studies of different countries and will be discussed with the evaluator team in detail.

The evaluation regarding the second objective falls under a capacity assessment. The evaluator(s) is expected to propose a framework that best fits this form of assessment. The evaluator is expected to initially propose a set of data collection activities and analytic approaches appropriate to respond to the evaluation objective and questions outlined above and responsive to the financial parameters given.

Role as an External Evaluator

Fondation Botnar is committed to partnering as closely as possible with grantees to enhance learning directly related to implementation and the follow-on phases of the program, be it with or without Fondation Botnar support.

As such the External Evaluator implementing the contract must be able to situate themselves as a partner with the recipient organization for maximum transparency and utility of the evaluation findings for program improvement. Further, the external evaluator must also have enough distance to avoid bias in examining the second evaluation objective.

For midterm evaluations, the primary focus of the exercise should be on program improvement to leverage results. This especially refers to the first evaluation objective. The consulting evaluator is expected to work in tandem with the implementation team as well as relevant stakeholders in the foundation to understand the process and progress of program implementation. The contracting evaluator is expected to collaborate closely with the implementor to:

- A) allow time at inception to understand the evaluation objective and questions and propose adjustments to focus the exercise
- B) unpack the Theory of Change and its context
- C) ensure touch-points with the implementor to boost both the validity of findings and the relevance of results and recommendations
- D) recommend adjustments to the Theory of Change or measurement framework
- E) anticipate the implementor's internal communications needs following the evaluation and
- F) facilitate a validation and data utilization workshop or consultation.

Concerning the second evaluation objective, the evaluator is expected to act highly professional throughout the organisational assessment, including integrity and transparency. The contracting evaluator is expected to:

- A) Allow time at inception to understand the evaluation objective and questions and propose adjustments to focus the exercise

- B) Understand the program objectives and activities as well as the organisational set
- C) Assess which framework best fits for the organisational assessment
- D) Ensure touch-points to validate findings.

4. Evaluation logistics

Scope and Field Visits

The evaluation is estimated to encompass roughly 40-50 Interviews, depending on the data requirements and other forms of data collection.

In general project or headquarter visits are seen as valuable, however, this is dependent on the current travel restriction due to COVID-19

Proposed Timeline and deliverables

Evaluation activities will start upon signing of the consultancy contract which will be based on the inception report and conclude no later than **4. September 2020**. The Final Report including the respective slide deck should be submitted no later than **18 December 2020**.

Work Packages/Action	Responsible	Timeline
Interviews with shortlist	Fondation Botnar/Grantee	August (Week 34)
Kick-off/inception meeting	Evaluator	August (Week 35)
Finalise Contract	Fondation Botnar/Evaluator	August-September
Submission of an inception report	Evaluator	September (Week 36)
Submission of draft evaluation report	Evaluator	18.11.2020
Feedback on draft evaluation report	Fondation Botnar/Grantee	02.12.2020
Submission of Final Report	Evaluator	18.12.2020
Closing workshop	Evaluator	January 2021

Inception and dissemination consultations

At a minimum, the consultant will plan and facilitate two consultation events/moments in consultation with the implementor. The minimum set of activities are specified as follows:

- * Inception meeting or workshop
- * Validation and dissemination meeting or workshop with consideration for obtaining broad input to the final report and take follow-on communications products into account.

Minimum Deliverables

A minimum set of deliverables are specified below:

- * Inception consultation report specifying any revisions to the Evaluation Objective or Questions. Including:
 - Adjustments to evaluation objective and questions as appropriate
 - Evaluation scope adjustments as appropriate
 - Specification of secondary data analysis plan as appropriate
 - Specification of data collection and analysis plan(s) – i.e. what is in and out of scope
 - Implementor touch-point plan
 - Preliminary dissemination plan
- * Methods documentation package including data collection instruments and analysis plan (data collection protocols and training plans are expected to be developed and iterated with implementors)
- * A draft outline of the final report (anticipating 1 round of feedback)
- * Final report (anticipating 2 rounds of feedback) accompanied by a comprehensive briefing slide deck
- * Closing Workshop
 - Discuss Learnings
 - Reflect on the evaluation process

Evaluator/Team Requirements

Specialized evaluation expertise

- * Expertise in theory-based evaluation.
- * Knowledgeable on theory of change concepts & theories.
- * Expertise in capacity assessment

Evaluation experience

- * Experience in theory-based evaluation or realist evaluation
- * Knowledge of the evaluation of partnerships
- * Experience in organisational capacity assessments
- * Experience in evaluations of larger programs
- * Qualitative research and evaluation

Contextual experience or linguistic capability

- * Fluent English
- * Spanish and French is advantageous
- * Experience in the Latin American and African context

Links to representative examples of work

Please include 3-5 hyperlinks to examples of aspects of evaluation work that are broadly representative of the evaluator or team capability vis-à-vis this call.

5. Expression of Interest and Deadline

Expression of Interest

The expression of interest should be no longer than **3 pages** consisting of:

- * Introduction of organisation/Individuals including relevant experience and skills
- * Short description of the methodological approach
- * Rough Day-rate

An annex can include further documentation such as CVs, reports and publications or other relevant documentation. The 3-pager, however, will be the subject of any decisions made.

Deadline and Contact

Interested experts are requested to send their expression of interest by 10. August 2020 at 11 am. Applications in pdf format can be electronically submitted to dsuhr@fondationbotnar.org.

For any open questions please contact:

David Suhr
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dsuhr@fondationbotnar.org (preferred)
+41612010479 (limited availability)

6. Intellectual property

The ownership of the results/deliverables obtained in the framework of the study/context analysis, including the intellectual property right, is jointly owned by ISUH and Fondation Botnar as the clients of the evaluation.