

Digital ICLA After Action Review

Terms of Reference

1 Background information

1.1 Background on the context

Colombia Situation

In some regions of the Colombian territory, the conflict's impact persists. Despite the peace agreement, armed interventions have increased, which indicates that the situation deteriorated again in specific departments of the country. Likewise, levels of violence and exposure to protection risks increased, causing thousands of people who require humanitarian and protection assistance. This scenario added to the historical structural gaps that rural communities in isolated areas have faced, as well as the uncertainty due to the occurrence of events associated with natural disasters and the constant arrival of refugees and migrants from Venezuela, are some of the factors that exacerbate existing needs.

The impact of Colombian displacement has caused the population to cross borders to Ecuador and Panama in search of international protection. Women, children, and adolescents face a systematic violation of human rights by using sexual violence and forced recruitment to destroy communities and reinforce the war system.

Venezuela Situation

Since 2015, Venezuela's situation, due to inflation, famine, lack of fundamental guarantees, and the severe destruction of public order, has forced 5.4 million Venezuelans to flee their country in search of international protection and access to a decent life. Approximately 32% of these are in Colombia, of which 720,112 people have some residence or regular stay permit granted by the government. The population moved to other countries in the region, such as Ecuador and Panama, where approximately 600,000 people (69% in Ecuador and 30% in Panama) have entered with permanence vocation in search of international protection. Until December 2019, a million people entered Ecuador and stayed. According to the Coordination Platform for Refugees and Migrants of Venezuela (R4V), only 20% and the remaining 80% went to other countries further south, which determines the population's needs in transit who seek safe spaces and routes to cross the country.

It is worth mentioning that Venezuela and Colombia's context in the region imply facilitating emergency response and regular situation for population in transit that arrives or crosses on foot (Venezuelan PNPI) Colombia, Ecuador and Panama. These people require special protection and information to reduce risks of violence, abuse, discrimination, extortion, among others. Considering that women, children, and adolescents, the LGBTI population, population with disabilities, and chronic or catastrophic diseases face more significant risks of rights violations, such as the recruitment of human trafficking, sex for survival, labor and sexual exploitation, lack of access to health, discrimination, among others. Additionally, the routes do not have the appropriate information on routes, rights, access to services, and organizations, seriously affecting the displaced population in transit and arrival from Colombia and Venezuela.

In 2021, the Colombian government implemented the Temporary Protection Statute for Venezuelan Migrants (EPTMV), a complementary international protection mechanism that aims to regularize the Venezuelan nationals who entered the Colombian territory before January 31, 2021.

COVID-19 Emergency

In a recent rapid needs assessment conducted by the Inter-Institutional Group on Mixed Migration Flows (GIFMM) in May 2020, 95% of surveyed families confirmed their need for food assistance due to job loss or inability to do jobs informally. 53% reported needs in housing and 45% in livelihoods.

The spread of the virus had repercussions on humanitarian activities and people's regular lives, mainly in rural areas where the impact was more severe for many vulnerable people. Access to goods and services was limited in some of these areas, due to mobility limitations. School activities were suspended, including school food service. The emergency's complexity required NRC to adapt to the mobility restrictions to attend to the population's needs, which resulted in an improvement in the way NRC provides legal services using digital platforms.

1.2 NRC's activities and presence

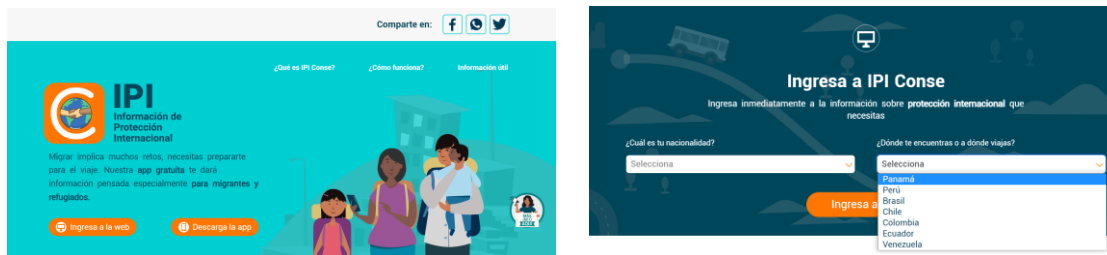
NRC Colombia Operation (Colombia, Ecuador, and Panama) provides services to displaced people affected by the armed conflict in Colombia, and the population in need of international protection. In Colombia, there are more than 7.7 million recognized victims of the armed conflict since 1985. The situation in Venezuela has resulted in around 5 million people moving to Latin American countries in the region, including Colombia, Ecuador, and Panama.

The ICLA (information, counseling and legal assistance) Competence in Colombia provides these communities with information, counseling, and legal assistance services, emphasizing those who live in hard-to-reach areas or are in border areas. However, the circumstances of abandonment and vulnerability in these communities deepen the barriers to accessing their rights. This gap between the need for information and adequate access encourages ICLA competition to evaluate innovative alternatives and use of technology, provide information to individuals and communities, and reduce the protection gaps.

1.3 NRC's intervention specific to the evaluation

The ICLA Digital team in Colombia have been provision legal information to the beneficiaries in a clear, simple, and agile way. Multiple channels of communication with beneficiaries include products such as IPI Conse web application, IPI Conse mobile app, and IPI Conse information available on Digital Kiosks. IPI stands for Information on International Protection in Spanish, and aims to offer useful and up-to-date information to people in need of international protection.

The information that is presented to the beneficiaries on the website (<https://ipi.conse.co>) is customized based on the selection of nationality and country of destination:



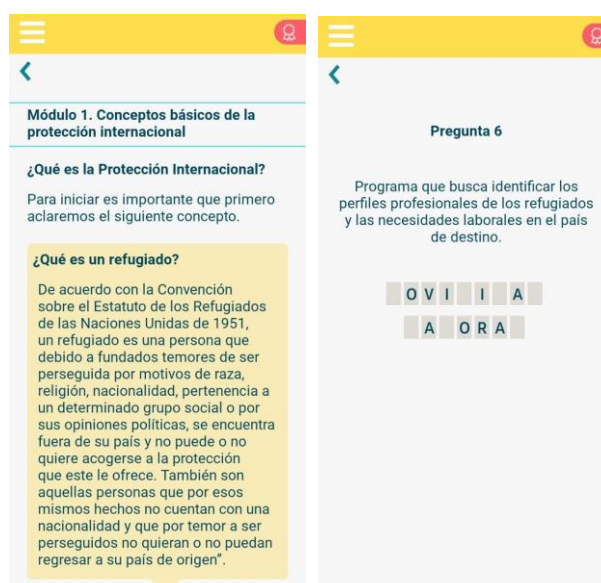
IPI Conse Landing Page

The users will find sections with information such as migratory and nationalization requirements, basic rights, refugee status determination, visas, protection recommendations, and general data such as country information, documents, directory and information on COVID-19.



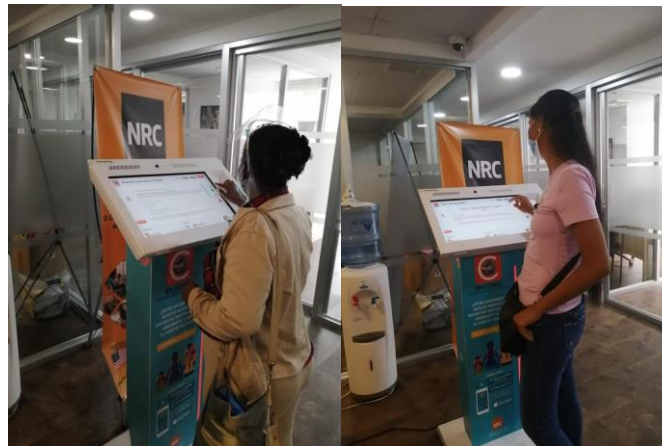
information available in IPI Conse

The goal of the platform is to raise awareness on what are the basic rights of refugees under the law and how they can protect them. The mobile app has also a small course that aims to strengthen the knowledge on international protection, in a more interactive way.



Screenshots from the IPI Conse mobile app Course on Basic Concepts on International Protection

Based on the vulnerable conditions mentioned before, and the crises due to the COVID-19, NRC Global Digital ICLA promoted the implementation of Digital Kiosks in Colombia, with the purpose to bring information from IPI to those who cannot access it through other means. The kiosks allow users to connect to IPI without having a smartphone/laptop or reliable connectivity. They are placed in location with high concentration of refugee population.



Beneficiaries using our kiosk in Panamá

2 Purpose of the evaluation and intended use

2.1 Overarching purpose

In the past couple of years, the ICLA team in Colombia has piloted multiple digital initiatives that aim at transforming and expanding modalities of engagement with beneficiaries. This review is being commissioned to help examine the relevance of such digital approaches in providing legal aid. In particular, the review will seek to generate a better understanding of what components and aspects of the IPI Conse and Digital Kiosks projects in Colombia have been useful and what components have been less successful, and what are the contributing factor to that. The report should lead to recommendations to improve ICLA's digital response in Colombia.

The second purpose of the review is to identify wider lessons learned which can be applied to other ICLA programs that are planning to engage in digital initiatives globally.

2.2 How will the evaluation be used?

The evaluation will be used to define the scaling path of Digital ICLA beyond the current pilot program in Colombia. It will help with reinforcement of the proper approaches and improvement of shortcomings as we enter the next phase of Digital ICLA implementation in Colombia. The lessons learned will also be used in defining Digital ICLA start-ups and scaling in other country programs.

2.3 Who will it be used by?

The results will be used by the Colombia Digital ICLA team to make improvements and adjustments to the IPI Conse products to improve the quality of digital services provided to the displaced population.

The evaluation will also be used by NRC Global Digital ICLA to provide insights and guidelines to other Digital teams around the world.

3 Scope and lines of inquiry

3.1 Scope:

The After Action Review will focus on the implementation of the IPI Conse project and Digital Kiosks in 2021. IPI Conse application is accessed through three different modalities: mobile application, web application, and digital kiosks. While the mobile/web application of IPI Conse has been available since before 2021, some of the Digital Kiosks were not installed until later in that year. However, the scope of this review should cover all activities covered during the entire period of 2021.

The evaluation must take place between January 15th, 2022 to March 15th, 2022. The geographical coverage of this review includes Colombia, Ecuador, and Panamá.

3.2 Lines of inquiry

This review will focus on evaluating the Digital ICLA pilot, and more specifically, the implementation of the IPI Conse application and digital kiosks. It will assess the implementation against specific criteria to inform and improve the ongoing digital projects. The review will examine:

- **Relevance**
 - o **Relevance of Technology** – to what extent the technology (mobile/web application and Kiosks) adopted by ICLA to engage with beneficiaries is relevant? Are digital kiosks appropriate for the context? Is the adopted technology suitable for communication for legal information?
 - o **Relevance of Content** – to what extent is the information provided on IPI Conse relevant to the challenges faced by the target population? Is the information available on these platforms suitable for those who tend to use/access them? Are they prioritized properly?
- **Accessibility**
 - o **Accessibility of Technology** – are the technologies adopted by ICLA accessible to a good portion of the targeted population? Are the kiosks installed in a suitable location? Is the IPI Conse design interface user-friendly and easy to navigate?
 - o **Accessibility of Content** – is the legal information provided on IPI Conse well structured, easy to understand, and easy to navigate? How about the use of animation, videos, images, etc?

For each of the mentioned criteria above, the report will provide an assessment of NRC's performance to date, including:

- A rating (see below) based on analysis of evidence to set of sub-criteria and/or questions for each of the main criteria
 - Largely met (with minor/few exceptions)
 - Moderately met: a combination of strengths and weaknesses/gaps
 - Partially met: many weaknesses and gaps
 - Not met: no evident achievements
- A summary of the evidence available to support the assessment should be included.
- A succinct description of critical factors that contributed to the achievements gained so far.
- A succinct description of any weaknesses or gaps identified and they occurred.
- Recommendations on what can NRC do to improve the response.

4 Methodology

The essence of an AAR is to bring together the relevant groups to think about the project, activities, events, and/or tasks, as well as to reflect on its purpose. The following steps are suggested for this review:

- **Inception Phase:** This AAR methodology should be kept as simple as possible and will start with gathering exiting information. The Digital ICLA teams both at HO and Colombia level will have documentation on the purpose of the project and its design considerations. Furthermore, the digital tools include analytics data that indicate the usage, frequency, duration, etc.

The purpose of the inception phase is to get a solid understanding of the context and NRC's digital response, identify data gaps and potentially specific areas to focus on during the review. They will do this by carrying out a desk review exercise and speaking to key staff members involved in managing the Digital ICLA project. They will also have engaged with the reference group to establish a schedule and sampling plan, which will also include the survey (or other) engagement with focal points in Country Offices and also key informant interviews, focus group discussions, or other participatory methods.

This phase will conclude with a clarification report that is agreed upon between the consultant and the committee.

- **Data Collection Phase:** The team will spend two weeks virtually collecting data which will enable them to review NRC's performance against the criteria, understand why things have happened the way that they have, and make key recommendations for the next phase.

Depending on the COVID-19 restriction situation, the team may include visits to some of the locations where our Digital Kiosks with IPI Conse information are located. It could also include in-person interviews and FGD with beneficiaries and with NRC staff.

The data collection phase may include the following components (as agreed upon and finalized during the inception period):

- Interview with key managers x6 – 60min interviews (remote)
- Interview with field staff x15 – 45min interviews (remote)
- Interview with beneficiaries x15 – 30min (remote/in-person)

- Focus Group Discussion with staff x3 – 90min (remote/in-person)
- Focus Group Discussion with beneficiaries x3 – 90min (remote/in-person)
- Visits of the kiosk locations x 3-4 kiosks – 1 day each (in-person)
- **Validation Workshop:** A validation and reflection workshop takes place on the final day of the data collection. Key NRC staff are engaged to discuss/validate findings, provide further data/clarifications and reflect on recommendations. In most cases, this is in person, although it may be virtual if the security/COVID-19 situation does not allow the evaluation team to enter the country/be at the country office.
- **Reporting Phase:** Following the validation workshop, an analysis of the gathered information will take place and then, this analysis and the findings and recommendations will be presented in a report. The report will include a general action plan that NRC should follow, to improve IPI Conse products. This report will be shared with all NRC Country Offices that currently have a Digital ICLA initiative.
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Dates (TBC)	Activity
Thu 23 rd December	Call for review team circulated
Fri 14 th January	Closing the call
Wed 19 th January	Review team / evaluator selection
Mon 24 th January	Contract Signed
Tue 25 th January	Inception Phase Starts / Clarification Report
Fri 4 th February	Data Collection Phase Starts
Fri 25 th February	Validation workshop with team – presenting key findings, discussing recommendations (in-person)
Fri 25 th February	Reporting Phase Starts
Wed 2 nd March	1st Draft of report
Tue 8 th March	Draft report review
Tue 15 th March	Final report submitted

5 Evaluation follow up and learning

The findings from this ARR will be used by the Colombia Digital ICLA team, to start improvements and adjustments to the IPI Conse products. These modifications will be monitored by NRC Global Digital ICLA and tracked by the Country Office (ICLA Specialist and Head of Programmes).

Colombia Digital ICLA team and the Global Digital ICLA Project Manager will work closely to create a dissemination plan for the most relevant findings, which can be used by other Country Operations to improve or start developing their own Digital ICLA solutions.

6 Management of the evaluation

The person responsible for ensuring that this evaluation/ review takes place is Angela Casas. An evaluation manager has been appointed to internally coordinate the process and will be the evaluation team's main focal point.

An evaluation Steering Committee (SC) will be established by NRC, with the following members:

- Angela Casas – Digital ICLA Colombia Coordinador
- Amir Shiva – Digital ICLA Global PM
- Granja Lilia – ICLA Colombia Specialist
- Oscar Salas – M&E Manager

The Steering Committee will oversee the administration and overall coordination, including monitoring progress. The main functions of the Steering committee will be:

- Establish the Terms of Reference of the evaluation;
- Select evaluator(s);
- Review and comment on the inception report and approve the proposed evaluation strategy;
- Review and comment on the draft evaluation report;
- Establish a dissemination and utilization strategy.

There will also be a reference group, which the steering committee will engage with to decide on the overall plans and priorities of the evaluation. They will also be updated and invited at every milestone of the review. The reference group includes:

- Katrien Ringele – Regional Head of Core Competencies and Thematic Unit AELA
- Snjezana Pijanovic Hansen - Regional Monitoring and Evaluation Adviser AELA
- Juan Gabriel Wells - Head of Programme Colombia

7 Deliverables

The expected deliverables for this AAR are:

- Evidence from the activities carried out, such as photographs, audio files from interviews, among others
- Clarification report
- An executive report/presentation on key findings (Validation/Learning Workshop)
- A detailed report that includes the process, findings, and recommendations (Draft + Final report)

8 Evaluation consultant team

NRC seeks expressions of interest from people with the following skills/qualifications:

- External organization or Consultant
- English proficiency is a must and Spanish is desirable
- Experience conducting organizational reviews or evaluations in the humanitarian sector (minimum 10 years of experience)

9 Application process and requirements

Application Deadline: January 14th, 2022

Interview dates: January 17th – January 18th, 2022

Bids must include the following:

- Proposal including, the outline of the evaluation framework and methods, comments on the TOR, proposed time frame, and work plan (bids over 3 pages will be automatically excluded).
- Proposed evaluation budget
- CVs

Submit completed bids to nrc.digitalicla@nrc.no



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