

TERMS OF REFERENCE (ToR)

LACU – Local Awareness and Community Unity

1. Position Title

Monitoring, Evaluation and Learning (M&E) Specialist

2. Duty Station

Syria, with regular travel to target locations, including **Aleppo, Damascus and Homs**, as required.

3. Reporting To

The M&E Specialist will report to the **Project Manager/Programs Manager** and work closely with the Capacity Development Expert, municipal councils, LACU technical team, community engagement team, grants team, and relevant project consultants.

4. Background

Since 2013, LACU has supported local governance reform in Syria through assessments, capacity building, and civic engagement. This work highlights persistent challenges faced by municipalities operating in fragmented environments.

5. Purpose of the Assignment

The purpose of this position is to design, establish, and manage a comprehensive project M&E and learning system that:

- Tracks progress against the project's results framework and indicators;
- Establishes appropriate baselines and targets;
- Measures outputs, outcomes, and changes resulting from project interventions;
- Monitors municipal capacity development and application of acquired skills;
- Tracks improvements in municipal systems and performance;
- Measures citizen participation, satisfaction, and perceptions of municipal services;
- Establishes effective feedback and accountability mechanisms;
- Supports community scorecards and digital feedback loops;
- Ensures data quality, reliability, and timely reporting;
- Generates evidence for management decision-making;
- Captures lessons learned and good practices; and

- Supports evidence-based adaptation, replication, and scale-up.

6. Key Responsibilities

6.1 Development and Management of the Project M&E System

The Specialist will:

1. Review the project proposal, results framework, logframe, indicators, targets, assumptions, risks, and implementation plan.
2. Develop and maintain a comprehensive M&E framework aligned with the approved results framework.
3. Develop an indicator tracking table covering:
 - Impact/outcome indicators;
 - Output indicators;
 - Activity-level indicators;
 - Baseline values;
 - Targets;
 - Data sources;
 - Collection frequency;
 - Responsibilities;
 - Means of verification; and
 - Reporting requirements.
4. Develop an M&E implementation plan linked to the project workplan.
5. Establish clear roles and responsibilities for data collection, verification, analysis, reporting, and storage.
6. Ensure that monitoring systems are practical and appropriate for municipal-level implementation.
7. Regularly update the project's indicator tracking system.
8. Identify delays, gaps, underperformance, and emerging risks through routine monitoring.

6.2 Baseline, Endline and Outcome Measurement

The M&E Specialist will lead the design and implementation of appropriate baseline and endline measurement processes.

Responsibilities will include:

1. Review existing baseline information and identify information gaps.
2. Develop baseline data-collection tools and methodologies.
3. Establish baseline values for relevant project indicators.
4. Support collection of baseline data from:

- Municipal councils;
 - Municipal staff;
 - Community members;
 - CSOs/CBOs;
 - Service users; and
 - Other relevant stakeholders.
5. Ensure that data collection is appropriately disaggregated by relevant categories, including where applicable:
 - Sex/gender;
 - Age;
 - Disability;
 - Displacement/return status;
 - Municipality; and
 - Other relevant vulnerability or inclusion characteristics.
 6. Conduct or coordinate periodic outcome-level measurement.
 7. Conduct or coordinate the endline assessment.
 8. Compare baseline, interim, and endline findings to assess changes attributable or plausibly linked to project interventions.
 9. Document limitations and methodological considerations when interpreting changes.

6.3 Monitoring of Municipal Capacity Development

The M&E Specialist will work closely with the Capacity Development Expert to establish a system for measuring whether capacity-development interventions result in actual changes in municipal performance.

6.4 Monitoring Institutional System Strengthening

The Specialist will monitor improvements in municipal institutional systems supported through capacity building.

6.5 Service Delivery and Municipal Performance Monitoring

The Specialist will establish mechanisms to monitor service-delivery interventions and municipal performance.

6.6 Community Engagement, Accountability and Feedback

A major responsibility of the M&E Specialist will be to establish a functional Community Accountability and Feedback Mechanism (CAFM).

6.7 Community Scorecards and Participatory Monitoring

The Specialist will support the design and implementation of community scorecards and other participatory monitoring approaches..

6.8 Monitoring Digital Participation

The M&E Specialist will work with the relevant project and technical teams to monitor adoption and use of digital participation mechanisms.

6.9 Data Quality Assurance

The M&E Specialist will establish and maintain a systematic Data Quality Assurance (DQA) process.

6.10 Data Management and Analysis

The Specialist will establish a practical project data-management system.

7. Monitoring Visits

The Specialist will conduct regular field monitoring visits to target municipalities.

Monitoring visits should assess:

- Progress against planned activities;
- Quality of implementation;
- Beneficiary/community participation;
- Municipal ownership;
- Application of capacity-development interventions;
- Service-delivery progress;
- Accountability mechanisms;
- Inclusion;
- Risks and challenges;
- Sustainability; and
- Evidence supporting reported results.

8. Key Deliverables

No.	Deliverable	Description
1	M&E Inception Plan	Detailed M&E methodology, workplan, responsibilities, tools, and reporting arrangements
2	Updated Results Monitoring Framework	Indicator matrix aligned with the approved logframe/results framework
3	Indicator Tracking Table	Baselines, targets, data sources, frequency, responsibilities, and progress
4	Baseline Framework/Report	Baseline methodology, tools, findings, and established indicator values
5	Data Collection Tools	Standardised quantitative and qualitative monitoring tools
6	Municipal Performance Monitoring Tools	Tools to monitor municipal capacity, systems, services, participation, and accountability
7	Capacity Development Monitoring Framework	Tools to measure training results, application of skills, and institutional change
8	Community Feedback and Accountability System	CAFM tools, feedback tracker, analysis mechanism, and reporting procedures
9	Community Framework Scorecard	Methodology, tools, analysis framework, and follow-up mechanism

10	Digital participation Monitoring Framework		Indicators and tools for monitoring digital participation and citizen engagement
11	Regular Monitoring Reports		Field monitoring findings, data analysis, challenges, and recommendations
12	Data Quality Assurance Reports		Periodic verification and data-quality findings
13	Quarterly/Periodic Updates	M&E	Progress against indicators and analysis of results
14	Learning Products		Lessons learned, good practices, case studies, and evidence briefs
15	Endline/Final Assessment	Results	Measurement of results against baseline and project targets
16	Final M&E Report		Consolidated results, outcome analysis, lessons learned, sustainability and recommendations

9. Expected Results of the Assignment

By the end of the assignment, the M&E Specialist is expected to ensure that:

1. Baseline information is established for relevant results and indicators.
2. Progress is regularly monitored against approved targets.
3. Municipal councils are monitored through a structured municipal performance framework.
4. Capacity-development results are measured beyond attendance and training completion.
5. Application of acquired municipal skills is systematically tracked.
6. Improvements in municipal institutional systems are documented.
7. Service-delivery interventions are monitored using both administrative and community-level evidence.
8. Community feedback and accountability mechanisms are operational.
9. Community scorecards and participatory monitoring are implemented where appropriate.
10. Digital participation is monitored.
11. Data quality is regularly assessed and verified.
12. Lessons and good practices are systematically documented and shared.
13. Baseline and endline evidence enables assessment of progress toward project outcomes.

10. Methodological Principles

The M&E Specialist will apply the following principles:

Results-Oriented

Monitoring should focus on changes and results, not only activities completed.

Participatory

Municipal councils and communities should participate in defining and assessing relevant results.

Evidence-Based

Findings should be supported by verifiable data and multiple sources where appropriate.

Inclusive

Monitoring should capture participation and results for different population groups.

Conflict-Sensitive

Data collection should avoid increasing tensions or exposing participants to unnecessary risks.

Practical

M&E tools should be simple enough to be used consistently by municipal and LACU staff.

Adaptive

Monitoring findings should directly inform implementation decisions.

Learning-Focused

The system should generate knowledge that can improve current implementation and inform future programming.

11. Required Qualifications and Experience

Education

Advanced university degree in:

- Monitoring and Evaluation;
- Statistics;
- Social Sciences;
- Development Studies;
- Public Policy;
- Economics;
- International Development;
- Public Administration; or
- A related field.

Professional Experience

The Specialist should have:

- At least **7 years of relevant professional experience** in monitoring, evaluation, research, MEAL, or results-based management.
- Demonstrated experience designing and managing M&E systems for complex development or governance programmes.
- Strong experience developing results frameworks, indicators, data-collection tools, and monitoring systems.
- Demonstrated experience with baseline and endline assessments.

- Experience measuring institutional or organisational capacity development.
- Experience with participatory monitoring and community feedback mechanisms.
- Experience working with local authorities, municipalities, CSOs, or community-based organisations.
- Experience in conflict-affected or complex operating environments, preferably Syria.
- Strong quantitative and qualitative data-analysis skills.
- Experience with data visualisation and reporting tools.
- Experience conducting data quality assessments and verification.
- Experience integrating gender and inclusion into M&E systems.

Desirable Experience

- Experience with municipal governance programmes.
- Experience monitoring service-delivery projects.
- Experience with digital participation/e-governance platforms.
- Experience with community scorecards.
- Experience monitoring social cohesion programmes.
- Experience with donor-funded programmes and results-based reporting.
- Experience developing M&E dashboards.

Language

- Excellent Arabic communication and writing skills.
- Good English language skills for technical reporting and donor communication.

12. Core Competencies

The Specialist should demonstrate:

- Strong analytical and critical-thinking skills;
- Excellent data-management skills;
- Strong quantitative and qualitative analysis abilities;
- Strong report-writing skills;
- Attention to detail;
- Ability to translate data into actionable recommendations;
- Strong facilitation and communication skills;
- Ability to work with diverse stakeholders;
- Strong field-monitoring skills;
- Ability to train others in data collection and M&E;
- Strong organisational and time-management skills;
- Commitment to confidentiality and ethical data management;
- Ability to work independently and as part of a multidisciplinary team.

13. Safeguarding, Data Protection and Ethical Standards

The M&E Specialist will comply with LACU's safeguarding, PSEA, confidentiality, data protection, code of conduct, and other applicable organisational policies.

14. Duration and Level of Effort

The M&E Specialist will be engaged throughout the relevant implementation period of the project, with the exact number of working days and level of effort determined in accordance with the approved project workplan.

How to Apply:

Interested candidates are invited to submit their application through the following link:

[\[Application Link\]](#)