



UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

1. Consultancy Information

Consultancy title: Summative evaluation of the Community Security and Arms Control project

Duration: 30 days

Duty Station: Juba, South Sudan

2. Context

The United Nations Development Programme (UNDP) is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP provides policy advice and helps build institutional and human capacity that generates equitable growth. In South Sudan, UNDP is committed to promoting good governance at all levels of society and building coalitions for actions on issues critical to sustainable human development and conflict prevention.

Post-independence, the UNDP South Sudan programme was guided by the 2012-2016 United Nations Development Assistance Framework (UNDAF) and 2012-2016 UNDP Country Programme Document (CPD). Working at all three levels of government: national, state and county; UNDP South Sudan employs a knowledge-based approach that provides support to policy formulation and implementation, capacity development, and service delivery. Until June 2016, UNDP focussed on achieving results under five outcomes:

- 1) Core governance and civil service functions are established and operational
- 2) Chronic food insecurity is reduced and household incomes increase
- 3) Key service delivery systems are in place
- 4) Violence is reduced and community security improved
- 5) Access to Justice and the Rule of Law improves.

The UNDAF was succeeded by a UN Interim Cooperation Framework (ICF) 2016-2017. To align its programme to the ICF, UNDP developed an interim CPD (June 2016-December 2017) with three outcome areas: a) more resilient communities, b) local economy reinvigorated, and c) peace and governance strengthened.

The United Nations Development Programme (UNDP) South Sudan Country Office has been implementing a Community Security & Arms Control (CSAC) project which aims to support the Government of South Sudan and the local community to improve community security for South Sudanese citizens, and ultimately prevent violent conflicts. Until 30 June 2016, the project contributed towards CPD outcome 4: Violence is reduced and community security improves. Within the new CPD, the project contributes to the peace and governance outcome area.

The CSAC project ends on 31 December 2016. However, UNDP is seeking a no cost extension from the project's donor partners up to 31 March 2017. This summative evaluation aims to inform the design of the five –year post 2016 CSAC project.

3. Purpose of the Evaluation

This independent summative evaluation seeks to assess the overall contribution of CSAC project towards improving community security and reducing the levels of ethnic conflicts, which are also characterised by high levels of sexual and gender based violence (SGBV). The evaluation will be forward looking with lessons learnt and best practices informing the post 2016 CSAC programming. This evaluation will assess relevance, effectiveness and efficiency and impact of the project and sustainability of the results. The evaluation will assess the intended and unintended outcomes of the CSAC project and recommend strategies to enhance operational and programmatic effectiveness of similar initiatives in comparable

situations.

The evaluation findings will be disseminated to all stakeholders including the Government of South Sudan, donors, the civil society and think tanks.

4. Scope of the evaluation

4.1 Scope

This evaluation will cover all CSAC project activities on in Central, Eastern and Western Equatoria, Jonglei, Lakes, and Unity states over the period 2012-2016. The evaluation will cover programme conceptualisation, design, implementation, monitoring and evaluation of results. The evaluation will focus performance of indicators agreed with donors – DfID, Norway, Switzerland, Sweden and UNDP.

In addition to assessing the relevance, effectiveness and efficiency of the CSAC project, the summative evaluation will explore the key factors that have contributed to the achieving or not achieving of the intended results; determine the extent to which the CSAC project contributed to forging partnership at different levels, including with government, donors, UN agencies, and communities; sustainability of the CSAC project for continued realisation of results; and to draw lessons learned and best practices and make recommendations for future programming of projects of similar nature. The evaluation will also assess the synergy between the CSAC project and other UNDP initiatives contributing towards the same outcome areas; access to justice and rule of law, democracy and participation, public financial management and support to public administration.

4.2 Specific evaluation objectives are:

1. To determine the relevance of the CSAC project and whether the initial assumptions remained relevant during the whole duration of the project;
2. To assess the effectiveness of the CSAC project in terms of progress towards agreed outputs, gender equality, social inclusion and identify the factors that influenced achievement of results;
3. To assess the efficiency of project planning and implementation (including managerial arrangements, partnerships, linkages with other UNDP initiatives/projects and co-ordination mechanisms);
4. Assess the impact (including intended and unintended outcomes) of the CSAC project as well as sustainability of the results;
5. To identify best practices and lessons learned from the CSAC project and provide utilization focused recommendations for the post 2016 CSAC projects;

4.3 Evaluation questions

The following key questions will guide the end of project evaluation:

Relevance

- To what extent is the project in line with UNDP's mandate (as per the 2012-2016 CPD & CPAP and 2014-2017 Strategic Plan) UNCT and national priorities (as per the 2012-2016 UNDAF and South Sudan Development Plan) and the requirements of targeted women and men?
- How did the project promote UNDP principles of gender equality, human rights and human development?
- To what extent was the project conflict sensitive and adaptive to the volatile South Sudan context?
- To what extent was the theory of change a relevant and appropriate vision on which to base the initiatives of the CSAC project?

Effectiveness

- To what extent have outcomes/targets been achieved or has progress been made towards their achievement as per the agreed performance framework?
- How have corresponding outputs delivered by the project affected the project/CPD outcome, and in what ways have they not been effective?
- What has been the contribution of other UNDP projects, partners and other organizations to achievement

of project results, and how effective has CSAC partnerships been in contributing to achieving the results?

- What were the positive or negative, intended or unintended changes brought about by the CSAC project?
- To what extent did the results achieved benefit women and men, girls and boys equally?

Efficiency

- To what extent have the project outputs resulted from economic use of resources?
- To what extent were quality outputs delivered on time?
- Could a different approach have produced better results?
- To what extent were partnership modalities conducive to the delivery of outputs?
- How is the programme management structure operating?

Sustainability

- What indications are there that the project results will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, including on gender and conflict sensitive programming, been developed or implemented?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have partners committed to providing continuing support?

Gender considerations

- How were gender issues implemented as a cross-cutting theme? Was there sufficient attention to promote gender equality and gender-sensitivity including SGBV?
- How were gaps identified in the capacity of rights-holders to claim their rights, and of duty-bearers to fulfil their obligations, including an analysis of gender and marginalized and vulnerable groups? How did the design and implementation of the project address these gaps?
- To what extent did the project monitor, review and evaluate, results and impediments within the rights framework.

Social inclusion

- How did the project take into account the plight and needs of the vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons?

The above evaluation questions will be agreed upon among users and other stakeholders and accepted or refined in consultation with the evaluation team.

5. Methodology for the evaluation

The summative evaluation will be carried out in accordance with UNEG evaluation norms and standards of evaluation and ethical standards as well as OECD/DAC evaluation principles and guidelines and fully compliant with the DAC Evaluation Quality Standards (2016). The evaluation involves qualitative and quantitative methods from primary and secondary sources to evaluate the CSAC project implementation and performance and to make recommendations for the post 2016 project cycles.

Data Collection

The evaluation process will include the following:

- Document review and analysis;
- Interviews and discussions with key beneficiaries and key stakeholders including donors, government officials, UN agencies, civil society organisations, think tanks, academia

- Field visits;
- Participatory observation and
- Incorporation of stakeholder feedback to the draft evaluation report.

5.2. Basic Documents for Desk Review

The summative evaluation will take cognisance of UNDP reports, donor reviews and other UNDP evaluations. Other documents to be reviewed are in **Annex 1**.

The evaluation should also take into account the lessons learned from the UNDAF and other relevant evaluations in terms of:

- Response to the national development objectives (relevance);
- Creating a common, coherent and results-oriented strategy for successor programmes
- Facilitating joint programmes to the extent possible (reducing overall transactions costs)

Key activities and deliverables

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	Inception report	5 days
Inception meeting initial briefing		
Documents review and stakeholder consultations	Draft report	20 days
Field visits		
Data analysis, debriefing and presentation of draft evaluation report		
Validation workshop		
Finalization of evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP South Sudan, and including good examples from other countries that can potentially provide guidelines for the next programming.	Final evaluation report	5 days
Total number of working days		30 days

6. Deliverables

Under the guidance and supervision of the CSAC project manager, and the evaluation reference group, the evaluator shall provide the following deliverables:

- Inception report:** The evaluator will prepare an inception report which details the evaluators understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated. **(structure in annex 2)**
- Draft summative evaluation report** - The consultant will prepare the draft evaluation report cognisant of the proposed format of the report and checklist used for the assessment of evaluation reports (see annexes). The report will be submitted to the evaluation reference group through the CSAC project manager for validation. Comments from the reference group and stakeholders will be provided within 7 days after receiving the draft report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report will be produced in English.
- Final summative evaluation report.** The final report (30-50 pages) which include comments from the reference group and other stakeholders will be submitted within seven days after receiving all comments. **(structure in Annex 3)**

7. Competencies

Functional competencies

- Extensive expertise, knowledge, and experience in the fields of community security, conflict prevention, peace building and reconciliation, governance, inclusive participation, gender mainstreaming and human rights promotion;
- Excellent writing skills with a strong background in report drafting;
- Demonstrated ability and willingness to work with people of different cultural, ethnic and religious background, different gender, most at risk populations and diverse political views;
- Ability to use critical thinking, conceptualize ideas, and articulate relevant subject matter in a clear and concise way.

Corporate competencies

- Demonstrated integrity by upholding the United Nations' values and ethical standards;
- Appreciate differences in values and learning from cultural diversities;
- Promotes UNDP vision, mission and strategic goals;
- Displays cultural, gender, religion, race, nationality and age-based sensitivity and adaptability;
- Demonstrates diplomacy and tact in dealing with sensitive and complex situations.

Professionalism

- Demonstrates professional competence and mastery of subject matter;
- Demonstrated ability to negotiate and apply good judgment;
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results.

Planning & Organizing

- Establishes, builds and maintains effective working relationships with colleagues to achieve the planned results.

8. Qualifications of the successful consultant

Education: At least master's degree in Law, Public Policy and Management, Public Administration, Development Studies, International Development, or any other relevant university degree.

Experience

An individual consultant with the following expertise

- At least 10 years of experience in working with international organizations and donors on conflict prevention and peace building project;
- Extensive experience of programme formulation, monitoring and evaluation;
- Experience in evaluating similar programmes.

Language

- Strong communication skills - Excellent knowledge of written and spoken English.

9. Institutional arrangements

- The consultant will work full time, based in UNDP South Sudan. Office space and limited administrative and logistical support will be provided. The consultant will use her/his own laptop and cell phone.
- The consultant will report to the CSAC project manager and the evaluation reference group that will review progress and will certify delivery of outputs.

10. Selection criteria

Applications/profiles will be evaluated based on the following criteria:

Criteria	Weight	Max. Point
At least master's degree in Law, Public Policy and Management, Public Administration, Law, Conflict Prevention, Development studies, International Development, or any other relevant university degree	10 %	20
Extensive expertise, knowledge, and experience in the fields of community security, conflict prevention, peace building and reconciliation, governance, inclusive participation, gender mainstreaming and human rights promotion;	30 %	40
Experience of programme formulation, monitoring and evaluation; experience in evaluating similar programmes.	40%	30
At least 10 years of experience in working with international organizations and donors on conflict prevention and peace building projects; and demonstrable experience working for the United Nations System	15%	5
Fluency in English and a working knowledge of one of the other language	5%	5
TOTAL	100%	100

11. Evaluation team

The evaluation team will comprise two independent members (one national and another international) who were, at no point directly associated with the design and implementation of any of the activities associated with the outcomes. **The international consultant will be the team leader.**

12. Annexes

Annex 1: Recommended List of Documents

- Annual Work Plans and UNDP Country Programme Action Plan (CPAP), Country Programme Document (CPD) and United Nations Development Framework (UNDAF), South Sudan Development Plan, UNDP Strategic Plan (2014-2017)
- UNDP Handbook on Monitoring and Evaluating for Results;
- Ethical Code of Conduct for UNDP Evaluations;
- Guideline for the Outcome Evaluators;
- UNDP Results-Based Management;
- Technical Project Documents and relevant reports (proposal, Standard Administrative Agreements with donors
- Consolidated Annual reports (2014, 2015)
- DFID Annual review reports (2014, 2015)
- Quarterly Progress Reports
- UNDAF documents
 - The first UNDAF 2012-2013
 - UNDAF Prioritization in response to austerity
 - UNDAF 2014-2016
- Project board minutes and audit reports

Annex 2: Structure of inception report

Introduction	1.1. Objective of the evaluation 1.2. Background and context 1.3. Scope of the evaluation
Methodology	2.1. Evaluation criteria and questions 2.2. Conceptual framework 2.3. Evaluability 2.4. Data collection methods 2.5. Analytical approaches 2.6. Risks and potential shortcomings
Programme of work	3.1. Phases of work 3.2. Team composition and responsibilities 3.3. Management and logistic support 3.4. Calendar of work
Annexes	1. Terms of reference of the evaluation 2. Evaluation matrix 3. Stakeholder map 4. Tentative outline of the main report 5. Interview checklists/protocols 6. Outcome model 7. Detailed responsibilities of evaluation team members 8. Reference documents 9. Document map 10. Project list 11. Project mapping 12. Detailed work plan

Annex 3: Structure for outcome evaluation report

Indicative Section	Description and comments
Title and opening pages	Name of project being evaluated Country Name of the organization to which the report is submitted Names and affiliations of the evaluators; Date
Table of contents	
List of acronyms and abbreviations	
Executive summary	This should be an extremely short chapter, highlighting the evaluation mandate, approach, key findings, conclusions and recommendations. Often, readers will only look at the executive summary. It should be prepared <i>after</i> the main text has been reviewed and agreed, and should not be circulated with draft reports.
Chapter 1: introduction	Introduce the rationale for the evaluation, including mandate, purpose and objectives, outline the main evaluation issues including the expected contribution at the outcome level, address evaluability and describe the methodology to be used. Refer to the outcome model and evaluation matrix, to be attached as annexes.
Chapter 2: the Development challenge	In addition to providing a general overview of historical trends and development challenges, specifically address the evaluation theme. Explain how the theme is addressed by government(s), and how it is reflected in national policies and strategies. Also provide information on the activities of other development partners in the area.
Chapter 3: UNDP response and challenges	Against the background of Chapter 2, explain what UNDP has done in this area (purely descriptive, not analytical). Provide the overarching programme theory, specifying the project's results frameworks and project area, as well descriptions of some of the other UNDP initiatives contributing to achievement of results.
Chapter 4: Contribution to results	Against the background of Chapters 2-3, analyse findings without repeating information already provided. Also, minimize the need to mention additional factual information regarding the project (these should be described in Chapter 3). Focus on providing and analysing <i>evidence</i> relating to the evaluation criteria and questions. Preferably, structure the analysis on the basis of the main evaluation criteria: <ul style="list-style-type: none"> • Relevance (of UNDP's involvement and its approach) • Effectiveness (in contributing to the achievement of results). <i>Pay particular</i>

	<p><i>attention to this criterion, demonstrating how UNDP initiatives have, or have not, contributed to the achievement of results.</i></p> <ul style="list-style-type: none"> • Efficiency (in delivering outputs) • Sustainability (of the results) • Gender considerations • Social inclusion <p>In addressing the evaluation criteria, the narrative should respond to the corresponding questions identified in the evaluation matrix and provide a summary analysis of the findings. Partnerships play a key role in ensuring that primary stakeholders achieve results. As such, all evaluation criteria should cover relevant aspects of partnership: i.e., how were they relevant; how effective were they in contributing to the achievement of results; how efficiently were they managed; and how sustainable are they?</p> <p>Where appropriate, discuss cross-cutting themes separately using the main evaluation criteria.</p> <p>Do not allow the discussion to drift into conclusions and recommendations.</p>
Chapter 5: Conclusions and Recommendations	<p>Conclusions are judgements based on evidence provided in Chapter 4. They are pitched at a higher level and are informed by an overall, comparative understanding of all relevant issues, options and opportunities.</p> <p>Do not provide new evidence or repeat evidence contained in earlier chapters.</p> <p>Recommendations should be derived from the evidence contained in Chapter 4. They may also, but need not necessarily, relate to conclusions. Some recommendations may be more strategic in nature while others may be more action-oriented. Recommendations should be important and succinct.</p> <p>Please limit your recommendations to 5-10.</p>
Annexes	<ul style="list-style-type: none"> • ToR for the summative evaluation. • List persons interviewed, sites visited. • List documents reviewed (reports, publications). • Data collection instruments (e.g. copies of questionnaires, Survey, etc.). <ul style="list-style-type: none"> ○ Photos ○ Stories worth telling (Most Significant changes [MSC])

Annex 3: Sample Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/Success Standard	Methods for Data Analysis