

Terms of Reference (TOR)

For an Assignment Requiring the Services of an Individual Contract (IC) to Conduct Final Evaluation as a Team

A. Project Title: Darfur Livelihoods Recovery Project (00098088)

B. Background and Project Description:

Background:

The 2017 Humanitarian Needs Overview (HNO 2017) indicates that, after a decade of conflict in Darfur, the structural and root causes of the conflict in Darfur have not yet been addressed; leaving over 2.7m people still stranded in 60 camps across. Even though majority wish to return, a number of factors have made this impossible. These include insecurity and safety concerns, lack of access to basic services, loss of productive assets as well as diminished access to livelihood opportunities. The displaced people have been made vulnerable due to their reduced access to natural resources such as land and water, and a chronic shortage of basic services. They continually rely on humanitarian handouts as their primary source of food and non-food needs. Conflict has also affected pastoralists' traditional migration routes and farmers' capacity to transport their crops.

The current situation calls for increased efforts not only to save lives but more urgently, to revive productive capacities for displaced populations, enabling their capacities to be self-reliant and creating an enabling environment for their sustainable return or relocation and integration/reintegration to pursue secure and thriving livelihoods. It is therefore crucial that donors and humanitarian operationalize programmatic and financial shift from short-term relief operations to more recovery and development support in line with the Humanitarian-Development-Peace Nexus agenda.

UNDP launched the Darfur Livelihoods and Recovery Programme in 2011 which has since then contributed to the socio-economic recovery of Darfur through the implementation of three interconnected components:

- The Darfur Livelihoods Recovery Project
- Youth Volunteers Rebuilding Darfur
- Promoting Sustainable Return and Reintegration of IDPs and Refugees in Darfur.

Project Description:

The integrated project supports the livelihood and socio-economic recovery for IDPs, returnees and conflict-affected host community members through value chain integration, establishment and or rehabilitation of basic community infrastructure and the management of natural resource conflicts. It focuses on strengthening community-level institutions for local economic recovery as well as enhancing community conflict management processes at the local level.

The **Programme approach** focuses on restoring and promoting livelihoods through the development of two main categories of livelihood assets at community level: socio-economic infrastructure (e.g. physical and environmental capital assets) and human capability/know-how (e.g. human, social and financial capital assets) for livelihoods diversification, income generation and improved value retention on production and trade. The Programme has adopted a three-track approach in ensuring transition from short-term livelihood stabilization to viable market and value chain integration. The approach also prioritizes needs and opportunities for women and youth economic empowerment, with special attention to livelihood diversification and the promotion of environmentally sustainable practices for income generation. The Programme will also promote peace building

and conflict management, particularly on those conflicts triggered by access to natural resources, and ensure environmentally sustainable natural resource management.

Since start in January 2016, the Darfur Livelihoods Recovery Project reached more than **16,016 households** through three key outputs:

- **Output 1:** Livelihoods of IDPs, returnees and host community members improved through diversified income generation opportunities, increased value chain integration and local economic recovery;
- **Output 2:** Community access to critical socio-economic infrastructure for value chain integration, conflict reduction and local economic recovery increased;
- **Output3:** Institutions and mechanisms for peace building, social cohesion and management of natural resource related conflicts restored and strengthened;

The current phase of the project covers 23 localities within **North, West, Central, and South** Darfur States.

Objectives and Scope of Work:

The assignment will require the collaborative work of three experts of which one will act as the Team Leader, providing leadership for the quality execution of the task. Whilst the 3 consultants will work as one team, each of them will be issued a separate IC contract.

Objective:

The purpose of this evaluation is to provide an independent assessment of the impact of the DLRP during the first phase of the project and seeks to:

- a) Measure the extent to which the DLRP has implemented its activities, delivered outputs and how these contribute towards attaining the outcomes and development results.
- b) Generate evidence-based knowledge by identifying best practices and lessons learned that could be useful for the improved design and development of future DLRP Phase II in terms of scale-up and replicability.

The outcome of this evaluation will be used and shared by UNDP and other stakeholders to inform policy and guide similar future programmatic responses. The evaluation will focus on measuring development results and potential impacts generated by the **DLRP**. It will examine the extent of delivery of outputs, activities and inputs detailed in the project document and in associated modifications made during implementation period (January 2016 – December 2017 within four states of Darfur.

The Specific objectives of the evaluation include:

- ❑ **1. Assess the results and achievements of the DLRP phase 1. In particular, the mission should focus on the following aspects:**
 - Outline the main achievements of the project and assess the extent to which the DLRP has contributed to solving the problems identified in the design phase;
 - Assess whether the project has produced its outputs effectively and efficiently and identify the major factors, which have facilitated or impeded the progress of the project towards achieving its goal and desired results;
 - Determine the impact of the project on target groups, and in particular the quality, usefulness and sustainability of the project's achievements and outputs;

- ***Review and assess the efficiency and adequacy of implementation arrangements and management of the project***
 - In particular, the evaluation should assess the professional capacity and review the quality of inputs and activities implemented by the main national implementing partners of the programme.
 - Assess whether these organizational arrangements were cost effective

- ***Review the effectiveness of the approach used to produce the project results. In particular, the mission should focus on the following aspects:***
 - Review the management structure of the project and determine whether the structure of the project, the resources, the distribution of responsibilities and coordination mechanisms were appropriate for the achievement of project objectives.
 - Review the project strategy and approach and results versus cost ratio of the project.
 - Assess the support and roles of teams at project management level.

- ***Assess the views of the direct beneficiaries.***
 - In particular, the evaluation should examine whether the participation of primary beneficiaries has been adequate in the preparation and implementation and evaluation of the activities.
 - To the extent possible, the mission will collect the views and impressions of beneficiaries on the perceived impacts, shortcomings of the project and document beneficiary recommendations.

- ***Sustainability aspects of the project***
 - Review approach, structures, strategies used by the project to involve local communities and build to technical and management capacities to implement and maintain the project;
 - Assess to what extent the project managed to build community and national ownership.
 - Assess the involvement of different stakeholders and inter-linkages and interactions at the local, state and national levels.
 - Assess the likelihood of sustainability of interventions;
 - To the extent possible, highlight linkages and synergies; direct or indirect with other UNDP, government and other donor supported projects.
 - An analysis of the underlying factors beyond UNDP's control that influenced the outcomes;

- ***Document Findings , Best Practices and Lessons Learned***
 - Produce, as logically and objectively as possible, significant conclusions that are extracted from the evaluation in terms of project overall goals, approach, relevance, performance, success, failures, strengths and weaknesses.
 - Identify the main lessons learned during implementation, identify the major impediments encountered and make specific recommendations to address these findings in the next envisaged phase of the project.

- ***Recommendations***
 - The consultant is expected to outline the recommendations for the next phase of project. The recommendations must be objective, realistic, practical, understandable, and forward looking;
 - The recommendations have to be logically linked to the findings and assumptions that were based on.
 - Each recommendation has to bear its impact on the improvement of the design and implementing of any next phase of the project;

C. Scope of Work

Description of specific tasks to be performed:

The evaluation will entail a combination of desk research, interviews, and focus groups undertaken in four of the five States of Darfur.

a) Desk Research

Prior to the commencement of the field work, the consultant will be expected to conduct desk review of available materials including project documents, reports, work plans, assessment reports, strategic plans, sectoral, government and UN documents related to the objectives of the project to obtain a broader view and insight to the context and frame for the evaluation.

b) Inception Report

Before the analysis is undertaken, an inception report will be written addressing the objectives of the study, and an outline of the entire evaluation exercise. The inception report should outline in detail the methodology and techniques to be used in the evaluation, information on the instruments to be used for data collection and analysis (interviews, field visits, questionnaires or participatory techniques). In addition, the report should outline the stakeholder list/map, proposed work plan of activities and submission of deliverables, interview checklists/protocols and the tentative outline of the main report. This report will be used as an initial point of agreement and understanding between the consultant and the evaluation managers. The format for inception report has been outlined in the Guidance Notes attached (**Attachment 1**).

c) Field Data Collection (Interviews & Focus Groups Discussions)

Questionnaires and checklists will be designed by the evaluation team as deemed necessary to collect sufficient information for analysis.

d) Data Analysis, interpretation and Compilation:

The consultant will enter data collected using appropriate software for analysis and interpretation.

e) Evaluation Reports

The consultant will produce an evaluation report detailing the findings from the field data collected. The following reports will be expected after the field data collection.

- **Draft Final Report** (to be submitted 6 working days after the completion of the field visit)
- **Debriefing at the stakeholder meeting:** Debriefing session on the draft evaluation report by the evaluation team.
- **Final Evaluation Report** (to be submitted after the debriefing, and after incorporating all comments and revisions).
- **Power point presentation and evaluation brief** for dissemination to stakeholders

Quality standards for the reports as well as outline for the reports have been detailed in outlined in the Guidance Notes attached (**Attachment 1**) under item **3: Expected Outputs and Deliverables**.

Existing literature and Information

In order to provide the consultant sufficient background for enriched analysis, the consultant may draw on the following documents that are currently available:

- Project Document: results framework and monitoring and evaluation framework
- Biannual monitoring reports
- Annual reports/ Annual work plan
- Financial information
- List of Target Locations
- List of Key Stakeholders in 4 States

Other in-country documents or information

- UNDAF
- The Sustainable Development Goals
- The UNDP Country Programme Document

D. Expected Outputs and Deliverables

| Deliverables / Outputs | Estimated Duration to Complete | Target Due Dates | Submission Requirements | Review and Approvals Required | Payment % |
|--|--------------------------------|------------------|---|-------------------------------|-----------|
| 1. Conduct Desk Review/ Final Inception Report | 3 working days | 8-10 April 2018 | Draft Inception Report | DLRP Programme Manager | |
| 2. Feedback and Final Inception | 1 working days (1 day review) | 11 April 2018 | Final Inception Report | DLRP Programme Manager | 40% |
| 3. Conduct field evaluation mission for data collection (visits to the field, interviews, focus group mission. | 6 working days | 12-19 April 2018 | Detailed work plan List of interviewees | DRLP Programme Manager | Nil |
| 4. Submission of the first draft evaluation report | 6 working days | 22-29 April 2018 | First draft | DRLP Programme Manager | Nil |
| 5. Stakeholder feedback on draft report | 1 working day | 30 April 2018 | Comments, feedback | | Nil |
| 6. Conduct stakeholder meeting and consultation | 1 working days | 1 May 2018 | Discussion points/ comments, feedback | Head of Unit | Nil |
| 7. Incorporate all feedback and Finalize Report | 2 working days | 2-3 May 2018 | Final Evaluation Report, Updated PowerPoint Presentation. | Head of Unit | Nil |
| 8. Final evaluation report | 4 working days | 3 April 2018 | Evaluation report | Head of Unit/DCD-P | 60% |

E. Institutional Arrangements

The evaluation team will have direct contact with a wide range of actors including government institutions, UN agencies, I/NGOs, CBOs, local communities and the private sector. Within state governments, the key institutions would be the Ministry of Agriculture, Ministry of Animal Resources, and Ministry of Agriculture, Agriculture Research Centres, The Forest National Corporation and a range of National NGOs. Within UNDP, the consultant will have close working relationships with the UNDP Darfur Livelihoods Team under the Leadership of the Programme Manager and the Head of Unit.

There will be weekly update of the status of implementation addressed to the Programme Manager. The report will detail the level of implementation of the work plan and challenges being faced.

F. Duration of the Work

The total duration of this consultancy will be 20 working days from desk review to the dissemination; commencing 8 April 2018 till 3 May 2018.

G. Duty Station

The main duty station will be Khartoum. The consultant is expected to carry out their activities in all relevant areas of Darfur where the project was implemented. Consultations and data collection will be concentrated in **El Fasher, Nyala, Zalingei and El Geneina** with field visit to at least one community in each of the states. Consultations with direct beneficiaries will be sampled from a number of locations where the project is being implemented including the following.

- **ND:** EL Fasher, Daresalam
- **WD:** Genana and Jebel Moon
- **CD:** Azum Locality
- **SD:** Nyala, Katila, Kubum or Id al Fursan

H. Qualifications and Experience

Minimum Level of Education Required:

A master's degree or equivalent in International development, Agriculture Economics, Business Management, Policy studies, social science or related field is a requirement. Further education or a concentration in monitoring and/or evaluation would be an asset.

Work Experience and Expertise:

- A minimum of 10 years of experience in conducting or managing evaluations, assessments, audits, research or review of development projects and programmes;
- Track record in evaluating a wide range of donor funded projects;
- Excellent writing skills and ability to produce high quality evaluation reports and documents.
- Having thematic expertise in international development programmes and or assessing or evaluating Value Chain, Agriculture and Livelihoods projects in crisis and post-crisis-settings.
- Experience of working in Darfur, in particular the understanding of the context of the region would be an asset.
- Fluency in English required and Arabic proficiency highly desirable.

I. Scope of Price Proposal and Schedule of Payments

The consultancy fee will be determined on a lump sum basis. The lump sum amount will be all-inclusive and the contract price will be fixed regardless of changes in the cost components. Daily Subsistence Allowance (DSA) and travel fees to the duty station will not be included in the lumpsum and shall be paid separately on the actual costs of travel to and from duty station, based on the local DSA rate and the actual number of days spent outside the primary duty station.

The travel DSA or living allowance will be paid to consultant upon completion of the mission but after completing the F10 Claim Form that shall be accompanied by Travel Authorization. Ticket will be procured directly by UNDP. Payment will be made upon completion of key deliverables as outlined in section D above.

UNDP shall be responsible for all flight arrangements, ground travel and security arrangements as well as logistics for stakeholder consultations on ground.

J. Recommended Presentation of Offer

Applicants are kindly requested to complete, sign and submit all the following documents:

- a) Duly completed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Most updated P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (i.e. Offerors Letter).The offeror's letter must be completed by candidate and returned to the procurement focal point.

K. Approval

This TOR is approved by:

Name and Designation: John Anodam, Programme Manager, Darfur Livelihoods Programme

Signature: _____

Date: _____