**ERRY Joint Programme Final Evaluation**

**Terms of Reference (TOR) for the Team Leader**

### Evaluation Summary

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| Programme | Enhanced Rural Resilience in Yemen, Joint Programme |
| Programme Implementation Period | 1 March 2016 - 28 Feb 2019 |
| Donor | EU |
| Participating UN Organization (PUNOs) | UNDP, WFP, ILO and FAO |
| Evaluation Type | Final Evaluation |
| Evaluation Purpose | Assess the progress and contribution made towards achieving programme overall and specific objectives based on Relevancy, Effectiveness, Impact, Sustainability and Efficiency) derive lessons learned and provide recommendation for ERRY II implementation |
| Evaluation Start and End Dates | 1st of April to Mid May 2019  Contract will be signed before end of Feb 2019 to set aside the fund before end of implementation period. |
| Anticipated Evaluation Report Release Date | June/July 2019 |

### Background & Rationale

In Yemen, since mid-March 2015, the conflict has created large-scale food insecurity crisis and aggravating an already dire humanitarian crisis brought on by years of poverty, poor governance and ongoing instability. Since the intensification of fighting, the number of people in need of some form of humanitarian assistance has increased by 33% from 15.9 million to 21.1 million people. This means that 80% of Yemen’s population now require some assistance to meet their basic needs for food, water, healthcare, shelter and other basic supplies, or to protect their fundamental rights. More than 12 million people have been directly affected by the conflict, including more than 7 million children.

The objective of the EU-funded Enhanced Rural Resilience in Yemen (ERRY) is to enhance the self-reliance of rural people and communities to better cope with crises, risks and shocks. The programme is being implemented for a period of three years (starting March 2016) in four governorates: Hajjah, Hodeidah, Lahj and Abyan.

The overall objective of the ERRY joint programme will be achieved through a complementary approach building on participating UN agencies’ comparative advantages through the following two outcomes:

* Outcome 1:  Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion.
* Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs

Within its three-year timeframe, the following results will be achieved:

* Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance;
* Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy;
* Informal networks promote social cohesion through community dialogue and delivery of services;
* Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery.

ERRY focuses on the most vulnerable such as women, the unemployed, youth, the Muhamasheen, internally displaced persons (IDPs) and stressed host communities, using inclusive, participatory and conflict-sensitive tools to mobilize and involve them in the proposed activities. Active partnerships with local authorities, the private sector, communities, the Social Fund for Development (SFD) and NGOs are sought for the successful implementation of the programme.

A more detailed description of the programme is provided in Annex I. The ERRY M&E Framework (in Annex II) provides further information on the programme’s outputs, outcomes and progress measurement indicators.

Since its launch in March 2016, the ERRY joint-programme reached close to 162,000 direct & around 700,000 indirect beneficiaries, including 22,900 Cash for Work beneficiaries, 43,323 benefitted from livelihoods opportunities created through the agriculture value-chain and dairy production, 3,549 youth equipped with enhanced business & life skills to create sustainable livelihood, out of whom 2,124 started their own microbusiness, 5,600 households were provided with household lanterns, 212 public institutions and productive assets, schools and health centers, were provided with solar systems benefitting many communities and individuals.

During its first year of planning and implementation, the programme also conducted a number of studies and assessments related to its activities such as the baseline assessment, market assessments, conflict scans, solar energy gaps and value-chain assessments. In addition, ERRY conducted a participatory annual review with its main stakeholders to assess its progress, reflect on its challenges and formulate recommendations for the next year of implementation.

Midterm review of the programme was also conducted in August 2017 by external consultants to assess its progress, identify its operational challenges and draw some lessons that could still be applied before the completion of the programme. Result Oriented Monitoring (ROM) was also conducted by EU from Feb to May 2018 to monitor the progress made, verify some of the reported achievements, and assess beneficiaries’ perception.

During September to December 2018, Impact assessments were conducted by PUNOs using mostly external consultants. The assessment reports provide quantitative and qualitative data and information achieved by various components of the programme. Outcome of the impact assessments will provide data for the final evaluation.

As explicitly stated in the programme’s document, “A final evaluation will be conducted to assess the achievement of the results and the impact of the programme for the targeted populations.”[[1]](#footnote-1)

### Objectives of the ERRY Joint Programme Final Evaluation

The ERRY Joint Programme Final Evaluation is intended to assess the programme’s relevancy, effectiveness, efficiency, sustainability and gender responsiveness by producing a formative assessment to provide the donor, the programme’s management, as well as its direct stakeholders (partnering UN agencies, implementing partners, national authorities, etc.) with objective and sufficient information about the results of the programme, impacts and sustainability. More specifically, the final evaluation objectives are to:

1. Assess the relevance of the ERRY joint-programme in the current political and economic context in Yemen;
2. Assess the programme’s performance focusing on actual progress made and effectiveness and results/impacts achieved that are contributing towards community resilience, social cohesion, access to solar energy, food security, self-reliance and livelihoods;
3. Derive lessons from the interventions and formulate recommendations for ERRY II programme implementation;
4. Review the coordination mechanisms, communication and M&E system of the joint programme and provide recommendations for improvement.

### Scope & Focus of the Final Evaluation

1. **Scope of the Final Evaluation**

The Final Evaluation review will extend to the geographic areas covered by the programme (Hoddeidah, Hajjah, Lahj and Abyan), ensuring a proper representation of the districts within each governorate.

The evaluation will not include field survey for quantitative and qualitative data collection as the programme impact assessments have already been conducted by the programme using external consultants but where necessary beneficiaries form each component can be reached through the phone.

1. **Final Evaluation Questions**

The final evaluation review of the ERRY JP will be guided by the following evaluation questions but not only limited to these:

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| **Evaluation Questions** |
| **Relevance** |
| * To what extent is the ERRY joint Programme still relevant to the current context in Yemen? |
| * To what extent is the ERRY programme contributing to the resilience, food security, energy and livelihoods’ needs of the targeted beneficiaries? * To what extent the programme targeted the vulnerable groups (women, youth, IDPs and other marginalized groups |
| **Effectiveness** |
| * To what extent objectives of the programme achieved, results/impacts achieved, improved livelihoods and food security, improved access to solar energy, improved solar cohesion, improved capacity of local institutions, improved skills, improved community assets, improved women economic level and participation etc. * To what extent the programme’s intended impacts on the communities’ resilience and livelihood achieved? * What real difference has the activities of the ERRY programme made to the beneficiaries? * To what extent women benefitted from the programme? |
| * To what extend the ERRY programme reached its target beneficiaries, especially the vulnerable groups (women, youth, internally displaced persons, marginalized groups)? |
| * How is the programme coordination and communication mechanisms effective in sharing information, and results to the programme’s stakeholders and publics? |
| * what are the recommendations to the implementation approaches, strategies and the management processes to enhance the programme’s effectiveness? |
| * Review the programme monitoring system? |
| **Efficiency** |
| * To what extent the programme’s resources efficiently utilized? Are there more efficient ways of delivering the same or better results with the available inputs? |
| * How efficient were the management and accountability structures of the project? |
| * What are the strengths, weaknesses, opportunities and threats of the programme’s implementation? |
| **Sustainability** |
| * To what extent are the programme’s outputs, results outcomes and impacts likely to be sustainable beyond the programme’s lifetime? |
| * What were the major factors which influenced the achievement or non-achievement of sustainability of the programme? |

**Final Evaluation Methodology**

The final evaluation will be conducted following a consultative, participatory approach, on the programme’s implementation, outputs and results/impacts. The evaluation will not include field survey for quantitative and qualitative data collection as the programme impact assessments have already been conducted by the programme using external consultants.

The methodology for information collection include review of the existing programme reports, midterm review and ROM reports, review of the impact assessments conducted by the programme for different components, meet with stakeholders in Sana’a and Aden, talk to selected beneficiaries through telephone from Sana’a as well as with the programme’s team, the focal-points from the UN partnering agencies, the EU representatives, the implementing partners and representatives from the national and local authorities.

The final evaluation will be carried over three phases:

1. **Preparation Phase** (~ one week)

During this phase, the consultant(s) shall review the documentation provided by the ERRY Joint-coordination to acquaint with the programme’s structure and approach as well as the impact assessments conducted recently. Subsequently, the consultant(s) will meet with the ERRY technical team to discuss the assignment and clarify the implementation phase. At the end of this phase, the consulting team is expected to submit an Inception Report including:

* Feedback on the review questions;
* Analytical framework for the evaluation
* Refined methodology and information collection tools for the final evaluation;
* A work plan for the Final Evaluation, The Final Evaluation work plan will be reviewed and endorsed by the Final Evaluation working group.

1. **Implementation Phase** (~ 3 weeks)

During the implementation phase, the consultant(s) should deploy the proposed evaluation approach and methodology, information/data collection and analyze the collected information. Given the security situation in Yemen, the consultant(s) will be based in Sana’a and collect the information from Sana’a the travel to Aden if feasible.

The Final Evaluation will collect and analyze data/information through the following methods (not limited to):

**Desk Review**: of the programme’s documentation, including the programme’s document, the progress reports, the annual report, mid term review report, ROM report, Impact assessment reports, studies & assessments as well as the programme’s implementation and monitoring data.

**Key-informants’ Interviews from the partners based in Sana’a and Adan**: to collect primary data from the programme’s key-stakeholders following a structured methodology. A list of persons to be interviewed should be included in the proposed final evaluation approach as well as how the interviews will be conducted. Selected beneficiaries of each component will be contacted through phone by consultants from Sana’a and/or Adan for further verification and satisfaction of the interventions.

**Focus-groups**: of beneficiaries and/or community members & leaders to collect first-hand information about the programme’s implementation and expected or actual impacts- this has already been conducted, the evaluation team will use the collected data and reports for the evaluation. The evaluation team can directly talk to the consultants that conducted the impact assessments through field survey and also selected beneficiaries for each component.

**Case Studies**: Case studies that were collected in the impact assessment will be used by the evaluation team.

1. **Reporting Phase** (~ 1 week)

Based on the information collected during the previous phases, the consultant(s) should submit a draft and a final report synthetizing the final evaluation review findings, conclusions and recommendations. The report should respond in detail to the key focus areas described above. It should include a set of specific and actionable recommendations formulated for the programme, and identify the necessary actions required to be undertaken, The Final Evaluation report should follow UNDP M&E standards and policy and include the following elements:

* Executive summary
* Introduction
* Description of the Final Evaluation methodology, including limitations (5 pages)
* Key findings (relevancy, effectiveness, efficiency, sustainability, gender inclusiveness/women economic empowerment, including best practices and lessons learned
* Conclusions and recommendations
* Appendices: Charts, people interviewed, documents reviewed

The final version of the Final Evaluation Report should be submitted by end of May 2019 the latest.

### Expected Outputs

The selected consultant(s) are expected to deliver the following outputs according to the following tentative schedule:

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| **Deliverable** | **Description** | **Start Date** | **End Date** | **Duration** |
| Final Evaluation Inception/preparation Report | A refined methodology, review questions, tools and work plan for the Final Evaluation based on the initial discussions with the programme team | 16t April | 20 April | 5 days |
| Draft Final Evaluation Report | Initial findings of the review, conclusions and recommendations. The programme team will provide feedback and comments on the report within 10 days after reception. | 21 April | 10 May | 20 days |
| Final Report | The final report of the review (in English), integrating feedback from the stakeholders | 11 May | 20 May | 10 days |
| Presentation(s) | Presentation of the findings conclusions and recommendations of the Final Evaluation to the technical ERRY programme team, ERRY Steering Committee and Donor | 2 days in early June 2019 |  |  |

**Responsibility of the TL**

### Lead the evaluation team

### Ensure the evaluation has been conducted as per the agreed ToRs and contract

### Ensure timely delivery

### Communicate with ERRY JP management as the team leader and report to ERRY JP management

### Responsible for the final delivery of the deliverables.

### Divide the role among the team and ensure timely delivery

### Institutional Arrangements

The successful consultant(s) will report directly to the ERRY JC Manager, work in close collaboration with the ERRY M&E Officer as well as with the other programme team from PUNOs.

### Duration of the Work

The consultancy is expected to take a period of nearly 35 working days, including reporting and travel, starting in 1st April 2019. ERRY management will review the draft reports for quality assurance and provide feedback on the deliverables within 10 working days.

### Duty Station

The team of 2 consultants (team leader and team member) will be based in Sana’a and Aden for the period of 20 working days. If the visa would not be obtained for Sana’a, then the consultants will be based either in Aden or Amman UNDP office and collect the required information remotely through telephone and other means. There is a video conference facility in Amman UNDP office that connects to Sana’a and Adan UNDP offices for communication with the stakeholders in the field.

### Required Expertise & Qualification

The Final Evaluation be conducted by a **team of at least two consultants, (team leader and team member, the team member will report to the team leader)** with the below required qualifications. The consultant (or team of consultants) shall have the following expertise and experience:

* At least a masters’ degree in Agriculture, development study, food security, Public Policy, International Development, Development Economics/Planning, Economics, International Relations or any other relevant university degree;
* Extensive expertise, knowledge, and experience in the field of community resilience, livelihoods, food security, agriculture value chain, early recovery;
* At least 10 years of experience working with international organizations and donors;
* Experience of project and programme evaluation;
* Knowledge of the general situation and similar working experience in the region;
* Fluent in English. Working knowledge in Arabic is added advantage; and
* Excellent written and verbal communication skills in English. Fluency in spoken Arabic will be added advantage.

1. “ERRY Programme Document.” P. 39. [↑](#footnote-ref-1)