

Terms of Reference

Summative Evaluation for:

“Strengthening Dialogue for Peace and Reconciliation in South Sudan” Project

Request for Proposals:

One Technical Service Provider to conduct: Summative Evaluation for: “Strengthening Dialogue for Peace and Reconciliation in South Sudan” Project

Programme Unit: United Nations Development Programme (UNDP)

Duration: 1 September 2020 to 10 October 2020

Project Locations: Republic of South Sudan

Project Title: “Strengthening Dialogue for Peace and Reconciliation in South Sudan” Project

1. Project Background

The United Nations Development Programme (UNDP), the United Nations Mission in South Sudan (UNMISS), the International Organization for Migration (IOM), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and the United Nations Education, Science and Cultural Organisation (UNESCO) secured funding under the 2017 *United Nations Peacebuilding Support Office (PBSO) /Peacebuilding Fund (PBF)* for the joint project “Strengthening Dialogue for Peace and Reconciliation in South Sudan”. The project sought to strengthen national capacities to promote co-existence and peaceful resolution of conflicts by strengthening capacities for peace and reconciliation and violence reduction at the community and local levels in all the targeted areas.

Under the direct leadership of the Deputy Special Representative of the Secretary-General (SRSG) /Resident Coordinator/Humanitarian Coordinator/Resident Representative (DSRSG/RC/HC/RR), the project was implemented by UNDP (RUNO), IOM, UN Women, UNESCO and UNMISS in partnership with the National Government of the Republic of South Sudan and civil society organizations. The project was implemented with focus on the areas with the greatest opportunities for peacebuilding impact.

The project was conceived following the initiation of the National Dialogue and appointment of the Steering Committee by President Salva Kiir, on 14 December 2016. The National Dialogue aimed to go beyond addressing grievances and reconciliation and included a wide range of issues related to peacebuilding, development and the future unity of the South Sudanese state and nation. International actors including the United Nations (UN) in South Sudan expressed their readiness to support an inclusive and genuine dialogue process.

The project had four components: 1) Strengthen capacities for reconciliation and dialogue at the national and local levels; 2) Support the development of a UN peacebuilding plan and subsequently a national

strategy; 3) Strengthen dialogue platforms and fostering a common national dialogue platform; 4) Scaling-up best practice activities, fostering rationalization and synchronizing of efforts.

2. Justification

On 26 May 2020, the current funding cycle of “Strengthening Dialogue for Peace and Reconciliation in South Sudan” Project supported by PBSO came to an end. It is therefore critical to commission an independent summative evaluation to assess the overall contribution of “Strengthening Dialogue for Peace and Reconciliation in South Sudan” Project.

The summative evaluation will assess the relevance, efficiency, effectiveness and impact of the contribution of the project towards strengthening capacities for reconciliation and dialogue at the national and local levels; supporting the development of a UN peacebuilding plan and a national strategy; strengthening dialogue platforms and fostering a common national dialogue platform and scaling-up best practice activities, fostering rationalization and synchronizing of efforts.

3. Evaluation Objectives

The overall objective of the summative evaluation is to assess project impact and its overall contribution towards the promotion of transformative progress towards peace and reconciliation and determine to what extent the project achieved its intended outcomes in South Sudan.

The specific objectives of the evaluation are:

- To determine the relevance and strategic positioning of the project to the peacebuilding needs in South Sudan as a whole.
- To assess the effectiveness of the project results and whether there were any unintended results.
- To assess the efficiency and strategies that UNDP, IOM, UNMISS, UN Women, UNESCO and partners devised to deliver the project and whether they were well conceived for achieving planned results.
- To assess progress made towards planned results and lessons learned for ongoing and future UNDP, IOM, UNMISS, UN Women and UNESCO support towards peacebuilding initiatives in South Sudan.
- To analyse the extent to which the project enhanced application of a rights-based approach, gender equality and women’s empowerment, social and environmental standards and participation of other socially vulnerable groups such as children and the disabled.
- To assess the overall impact of the project to dialogue, peace and reconciliation in the country (National and Sub-National level) and whether there are indications of sustaining the results generated by the project.

4. Scope of Work, Key Activities and Expected Deliverables

4.1 Scope of Work

- The scope of work will cover the period from May 2017 to May 2020 and all the project geographic locations (10 states) in the Republic of South Sudan. The evaluation will cover programme conceptualization, design, implementation, monitoring and evaluation of results and will engage all project stakeholders – benefitting communities, relevant ministries and institutions of the Government of the Republic of South Sudan, UNDP, IOM, UN Women, UNESCO and UNMISS in South Sudan, civil society organisations, local and national level infrastructures for peace, and other actors.
- The evaluation will focus on performance of indicators agreed with all funding partners. In addition to assessing the relevance, effectiveness and efficiency of the project, the evaluation will; a) explore the key factors that have contributed to the achieving or not achieving of the intended results; b) determine the extent to which the project is contributing to building capacities, addressing crosscutting issues of gender and human rights, forging partnership at different levels, including with government, donors, UN agencies, and communities; c) potential sustainability of the project for continued realization of results; and d) draw lessons learned and best practices and make recommendations for future programming of projects of similar nature.
- Additionally, the evaluation will assess the synergy between different projects and other UN implementing partners’ initiatives contributing towards the same outcome areas.

4.2 Key Activities

The successful firm will be expected to carry out the following activities.

- Develop summative evaluation instrument/data collection tools and methodology.
- Develop and finalize the draft questionnaires through consultative process with the Reference Group and other key stakeholders including members of the civil society.
- Develop a work plan to guide the summative evaluation.
- Recruit and train field research teams including research supervisors, enumerators, and any other required staff as appropriate. Use of local skills and talents, whenever possible, is highly encouraged and considered an advantage.
- Facilitate a one-day remote/face inception reporting workshop (depending on COVID-19 situation).
- Conduct the summative evaluation in sampled locations across South Sudan.
- Carry out data and trend analyses and quality control for the summative evaluation.
- Draft report of findings shared with UNDP.
- Organize and conduct workshops to validate draft findings.
- Produce Final Report (Introduction, conceptual framework, methodology, findings, conclusions recommendations and bibliography) and share with key stakeholders.

Notes to the service provider

- While UNDP will undertake the overall quality assurance, the consulting firm is responsible for data quality assurance, coordination of the data collection as well as data entry, analysis, and reporting. The data analysis should involve an appropriate level of disaggregation e.g gender age and geographical location.

- The consulting firm is responsible for the arrangement and provision of transport services, accommodation, and other logistics for the evaluation.

4.3 Expected Deliverables

The following key outputs are expected to be delivered by the successful bidding firm;

Production of an Inception report: The inception report should detail the service provider’s understanding of the final summative evaluation objectives; present a detailed methodology including sampling strategy, data collection and analysis plan. The inception report should also include a refined work plan with clear timelines, detailing key deliverables and a comprehensive summative evaluation matrix with a detailed list of key questions, sub questions relating to the end line evaluation criteria; data sources; methods of data collection, and data modality.

- The inception report will be drafted in line with the UNEG Norms and Standards for Evaluations and other relevant UN Evaluation Guidelines , following and based on preliminary discussions with UNDP, IOM, UNMISS, UN Women and UNESCO after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, evaluation distribution or field visits) and prior to the country visit in the case of international service provider).

Production of a draft report and a PowerPoint presentation: The first draft of the report will be completed in-country. The first draft will contain summary of key findings, risk management and recommendations, which will be presented in Juba to Reference Group and to other key stakeholders. Feedback from the presentation and reviews by key stakeholders will be shared with the evaluator for finalisation of the report.

Validation workshop and debriefing on preliminary results in Juba: A one-day workshop (virtual or face to face depending on COVID-19 situation) to discuss the summative evaluation results with key stakeholders will be convened in Juba. This will be conducted immediately after the completion of the draft report.

- Upon validation of the draft summative evaluation report UNDP, IOM, UNMISS, UN Women and UNESCO will review the draft evaluation report and provide an amalgamated set of comments to the service provider within an agreed period, addressing the content required (as agreed in the TOR and inception report) and agreed quality criteria.

Final summative evaluation report: After incorporating feedback received on the draft report, the evaluator will submit a final report as per the agreed timelines (in soft and hard copies) with clear set of findings, conclusions and recommendations, based on an agreed reporting outline; (this will include the abridged and detailed versions of the reports). The service provider will also attach the following annexes to the final report; data collection tools and guidelines, datasets, analysis plans, collation and aggregation tables, risk matrix, e.t.c

4.4 Methodology

The consulting firm will be responsible for development of the proposed methodology, and implementation plan. The proposal should demonstrate how the proposed methodology meets or exceeds the call for proposal, while ensuring appropriateness of the approach to the local conditions of South Sudan or operating environment of the peacebuilding activities. The approach must include detailed implementation plan with much focus on in-country work process and quality assurance framework.

5. Location of Work

- 5.1 The carrying out of the summative evaluation will take place in the 10 states of South Sudan whereas the desk review and analysis and the production of a final evaluation reports can take place in other locations.
- 5.2 The service provider will be required to give regular updates in line with UNEG's evaluation guidelines. In this case the service provider will produce a work-plan, regular updates and produce a fully developed summative evaluation report.

6. Required Qualifications for eligible firms of the Successful Service Provider at Various Levels

- An independent company with corporate specialization in the evaluation of projects with focus on community security, peacebuilding, reconciliation, stabilization, in particular in producing summative evaluations and analysis on similar topics/fields with extensive international experience, especially in the region, exceeding 5 years and professional global or regional experience with proven track record in managing similar tasks.
 - The service provider will have evidence of staff and institutional capacity to engage in appropriate analysis and expertise to produce a high-quality summative evaluation which should include recommendations for actions. The minimum networking capital for the past year/s, and other qualities of the ideal entity that could perform the services/work satisfactorily will be taken into consideration.
- The firm will have a partnership with a local organization that has staff members knowledgeable of how to conduct evaluation and are able to carry out studies in all areas of South Sudan. In absence of a national partner that does have a track record of conducting summative evaluation according to international academic standards, the firm must be able to provide appropriate training to the data collection staff, and this capacity of the firm must be demonstrated by previous experience of capacity building and training in the evaluation area, preferably with studies pertinent to community security and peacebuilding analysis. Any such foreseen measures should be laid out in the submitted proposal.

Other requirements would include:

- **Excellent value for money-** including competitive consultancy rates, a detailed financial plan, a clear methodology to ensure products will be delivered in line with agreed costs, a mitigation strategy for financial risk, and clear financial reporting processes.
- **An excellent understanding of surveys/evaluation principles and methodologies,** including capacity in a range of qualitative methodologies; evidence of research or implementation, expertise in stabilization and post conflict recovery; and an awareness of gender, social and conflict analysis in evaluation.
- **Expertise in communications, dissemination, and advocacy around evaluation findings,** including a good understanding of the use of evidence-based approaches to influence stakeholders.

- **A high-quality proposal for this assignment**, including a good understanding of these terms of reference; evaluation methodology which meets international best practice; and a realistic and adequate workplan to deliver outputs.
- **A qualified and structured team**, including demonstrated capacity by the evaluation leader in financial and human resource management, and in the production of timely, high-quality reports; a balance of appropriate skills and expertise within the team in the evaluation methodologies, sector expertise, and social analysis; and appropriate involvement of local partners to build evaluation capacity and provide value for money.
- The evaluation team members must have strong oral and written communications in English, good interpersonal skills and ability to work in a multi-cultural and multi-ethnic environment with sensitivity and respect for diversity and finally ability to work independently with minimal supervision and maintain flexibility in working hours.
- Demonstrable experience of operating in areas with accessibility challenges.
- Demonstrable experience in engaging with local community members, using participatory and consultative approaches.
- Demonstrable experience in engaging with government institutions and use of tact and sensitivity when handling sensitive information.

7. Requirements for Team Composition

The proposed team must be composed of experts who have proven knowledge and relevant work experience in the field of peacebuilding, conflict, and community security as well as sound knowledge about results-based management. The team needs to comprise local (South Sudanese) and international experts.

The evaluation team should include the following personnel:

At least one expert with MA. degree in social science or related field and five to seven years of demonstrable experience in coordination, project management and implementation as well as monitoring of programme outcome, outputs and activities.

At least one expert with MA degree in Statistics or Population Studies or related field and with five to seven years of demonstrable experience in designing methodologies and undertaking data analysis for research.

At least one expert with MA degree in the area of political science and/or peace and conflict or related field with five to seven years of demonstrable experience on recovery/stabilization, community security and peace-building programming.

Experience in operating in difficult operational environment.

Experience in South Sudan, post-conflict areas, and/or other East African countries will be an advantage.

Experience in engaging with local community members, using participatory and consultative approaches.
Experience in engaging with government institutions and handling sensitive information.

The evaluation team should be sufficient and technically qualified to monitor and implement activities and deliver all required outputs. Moreover, the evaluation teams must have:

- Demonstrated strong oral and written communications skills.
- Good interpersonal skills and ability to work in a multi-cultural and multi-ethnic environment with sensitivity and respect for diversity.
- Ability to work independently with minimal supervision and maintain flexibility in working hours.

8. Implementation and Reporting

UNDP will contract the service provider/Consultancy firm. The firm will however be responsible for the overall evaluation activities and quality of the process as well as the products. The summative evaluation management structure will be comprised of the **Evaluation Reference Group (ERG)** which will also be responsible for the overall quality assurance.

The Project Management and Support Unit (PMSU) will provide the day-to-day technical support to the evaluation ensuring that all information is provided and requests for feedback are responded to in a timely manner. UNDP will provide office space and internet connection to the contracted firm and day to day administrative support to the evaluation team. The Consultancy firm is responsible for developing and administrating all methodological tools.

The ERG will be established to safeguard independence of the summative evaluation and ensure quality assurance. It will also support dissemination of the findings of the evaluation. The ERG will include representatives from the PBFO, Ministry of Interior, UNDP, IOM, UNWomen, UNESCO, and donors.

9. Timeframe

The expected duration of the summative evaluation is 40 days and is expected to be conducted between 1 September 2020 and 10 October 2020. However, the consulting firm will have to submit the exact timeframe. Detailed work plan together with timeframes could be revised at the later stage in consultation with the Reference Group.

10. UNDP Responsibilities

- Appoint a focal point in the PMSU section to support the service provider during the summative evaluation process.
- Coordinate with and inform government counterparts, partners and other related stakeholders as needed.
- Advise the selected contracted firm to identify key stakeholders to be interviewed as part of the summative evaluation exercise.
- Support the selected contracted firm in liaising with partners and providing relevant documentation as well as feedback.

11. Contracted firm responsibility on Technical Proposal

The contracted firm will be responsible for the development of the technical proposal. The technical proposal must include but may not be limited to the following:

- **Scope of the summative evaluation:** The contracted firm should explain its understanding of the scope of this assignment in its own words.
- **Background and experience:** The contracted firm should clearly explain its capacity and previous experiences to undertake this assignment. Moreover, the contracted firm must allow, and UNDP may contact the relevant references to confirm the validity of such progress and work experience in the past.
- **Methodology:** The contracted firm should explain its methodology and approach to the summative evaluation including demonstrating an understanding of the summative evaluation objectives and suggest key research questions.
- **Quality Assurance Plan:** The contracted firm must explain its quality assurance mechanisms for each stage of the evaluation process.
- **Project Management:** The contracted firm is expected to explain the project management approach during the implementation process. This should include but not limited to staff, evaluation mechanism, and progress reporting.
- **Work plan:** The contracted firm should provide a tentative detail work plan, including time frame with list of activities required and resources needed.

12. Contracted firm responsibility on Financial Proposal.

The contracted service provider will be responsible for development of clearly itemized financial proposal. The financial proposal should indicate unit costs for each item and all-inclusive, fixed total contract price, supported by a breakdown of costs.

13. Payment Schedule

Outputs	Payment Percentage (upon approval)	Condition for Payment Release
Inception report presented to UNDP, IOM, UNMISS, UN Women, and UNESCO	20%	Upon meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
After field debriefing and draft impact report delivered	45%	
Finalization of impact report by incorporating additions and comments and production of knowledge product as agreed in the inception phase	35%	

Note: UNDP will not cover additional costs due to changes in the exchange rates and/or inflation.

14. Evaluation criteria

14.1 The bids shall comprise the following documents:

- Technical Proposal of not more than ten pages.
- Cover letter: Explaining why the firm is the most suitable for the work
- Company profile including Personal CV and experience in similar projects and at least three (3) references
- Approach and methodology on how to conduct the assignment
- All sections of the proposal will be evaluated to ensure they meet the criteria
- Financial/Price Proposal in lump-sum offer with the cost breakdown (e.g. consultancy fee, DSA/per-diem, and other related costs for the consultants & research Assistants).

14.2 A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being compared.

14.3 For evaluation and selection method, the Cumulative Analysis Method [weighted combined score method] is used in this recruitment:

- a) Technical Qualification (100 points) weight; [70%]
- b) Financial/Price Proposal (100 points) weight; [30%]

14.4 Only the price proposal of the firm who passed the minimum technical score of 70% of the obtainable score of 100 points in the technical qualification evaluation will be evaluated.

15. Technical qualification evaluation criteria

15.1 The technical proposal is evaluated based on its responsiveness to the Term of Reference (TOR). The following criteria will be used in technical qualification evaluation:

- a) Firm related Experience (30% points).
- b) Proposed Approach & Methodology: (40% points)
- c) CVs of consultants fronted by firm (30% points)

16. Reference materials

16.1 The consulting firm should evaluate the following documents among others:

- UNDP Strategic plan
- UNDP Results-Based Management.
- UNDP South Sudan Country Programme Document (CPD) 2016-2018 and 2019-2021
- UN Interim Corporation Framework (ICF) 2017-2018
- United Nations Cooperation Framework (UNCF) 2019-2021
- South Sudan National Development Strategy (NDS)
- Technical Project Document and relevant reports (proposal, agreement)
- South Sudan Development Plan
- Standard Administrative Agreements with donors
- Consolidated Annual reports (2017, 2018, 2019)
- Quarterly Progress Reports
- Audit Reports

- Field visits reports
- Other relevant documents.