

FINAL EVALUATION
of
The Foundational and Short-Term (FaST) activities of the United Nations Fund for
Recovery Reconstruction and Development in Darfur (UNDF)
January 2016 - June 2019

Terms of Reference (TOR)
October 2020

1. BACKGROUND

After a decade of conflict and displacement, the 2011 Doha Document for Peace in Darfur (DDPD) strengthened the peace process and laid the groundwork for recovery and reconstruction. The Darfur Regional Authority (DRA), Government of Sudan (GoS) and the international community agreed on the need to have a coordinated and comprehensive strategy for supporting peace and development in the region. In accordance with the provisions of the DDPD, the Darfur Joint Assessment Mission (DJAM) was conducted in the latter part of 2012. Informed by the needs and priorities of communities, identified through comprehensive consultative workshops in all five Darfur states and the refugee communities in Chad, the Darfur Development Strategy (DDS) was developed. The DDS offers a sequenced, coordinated and holistic plan for equitable, sustainable and participatory development, which is vital to move Darfur out of a cycle of conflict and poverty, towards a stable and prosperous future.

The six-year strategy to meet both social and infrastructural needs, totals US\$7,245,000,000, with the Foundational and Short-Term (FaST) activities amounting to US\$177,400,000. There are four distinct channels to direct the various sources of funding and embed these in the coordination mandate of the Darfur Coordination Board, as follows:

Coordinated bilateral funding; Government funding through the national budget and the Darfur Recovery and Development Fund (DRDF); Private investor funding; and, a 'Darfur Facility' trust fund established by the United Nations.

United Nations Fund for Recovery Reconstruction and Development in Darfur (UNDF)

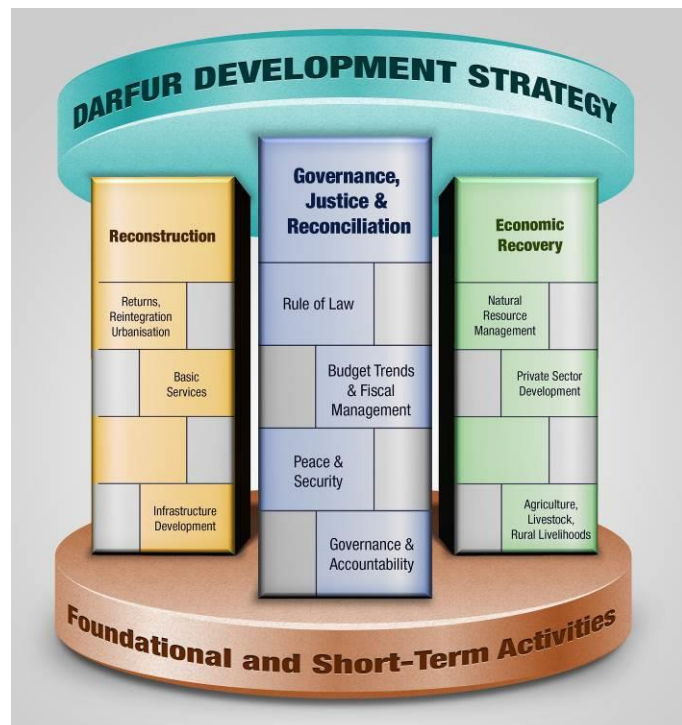
The UNDF was established under the overall leadership of the former Darfur Regional Authority (DRA) and the United Nations Country Team (UNCT), represented by the UN Resident Coordinator, and with participation of the Government of Sudan (GoS). All programmes/projects funded by the UNDF are in support of, and strictly aligned with the priorities of the GoS and the former DRA, as described in the DDS, ensuring full national ownership. The UNDF complements other support that will be provided for recovery and development in Darfur by Sudan's partners and that will bring strategic value in developing capacity and promoting sustainability. The UNDF enhances coherence, transparency and accountability in the implementation of key components of the DDS.

UNDF is overseen and guided by a **Steering Committee (SC)**, co-chaired by the UN Resident Coordinator. The day-to-day management of the fund is performed by a Technical Secretariat overseen by UNDP. The Multi-Partner Trust Fund Office (MPTF Office) is the UNDF's Administrative Agent.

The UNDF was established to support the efficient implementation of key components of the Darfur Development Strategy¹. Specifically, it seeks to:

- Restore peace, security, and social stability.
- Improve government functionality at all levels.
- Strengthen the civil administration.
- Rehabilitate, reconstruct and construct physical, institutional and social infrastructure in post conflict Darfur; and
- Implement a comprehensive structural reform of health and educational institutions, especially Universities, in order to transform Darfur into a developed society in terms of technology, industry agriculture and trade.

To this end, the Darfur Development Strategy is supported by 3 interlinked pillars. The Governance, Justice and Reconciliation pillar aims to contribute policy support, technical assistance and capacity enhancement to State governments to enable them to more effectively execute their mandate, especially at the local (decentralised) level, and thus oversee recovery of the region and initiate the revival, staffing, equipping and maintenance of basic services, and support to conflict-affected populations through the provision of security, community policing and access to justice, compensation and land settlement. The main objective of the Reconstruction pillar is to support the recovery and stabilisation of war-affected populations, whose economic and social life have been severely disrupted. Fundamental to any recovery programme is the return and/or resettlement of displaced people, the construction and restoration of physical infrastructure and basic service recovery, such as water supply in villages and for agricultural usage and livestock, schools, health posts and police stations, as well as linking communities and markets by constructing and improving vital road, rail and air links, promoting resource-efficient housing and restoring productive systems. The main objective of the Economic Recovery pillar is to contribute positively towards poverty alleviation and transitioning Darfur to development in an equitable and environmentally sustainable manner. This will be achieved by technical and material support to key livelihoods, the promotion of the private sector, especially the creation of employment opportunities and access to financial services and ensuring the sustainability of productive sectors through appropriate natural resource management².



¹ UNDP, UN Women, UNICEF, UNHABITAT, UN-ILO, UNEP, UNIDO, UNFPA, UNHCR, IOM, UNOPS

² All the activities under the Foundational and Short-Term Activities are linked to the five outcomes of the current UNDAF (2018-2021) and SDGs relevant targets to these outcomes accordingly.

The Foundational and Short-Term (FaST) activities

The FaST activities are funded through the UNDF and demonstrate the benefits of peaceful cooperation and bringing people together to sustain the aspirations of a better future for all achieved through the DDPD and the DDS. Together they ensure that people invest in their future, have a say in the running of their communities, and are equipped with the right tools and skills to make a living. Whether IDPs, refugees or returnees, ex-combatants or host communities, farmers or nomads, young men or women, they are all key actors and decision-makers in the creation of a future Darfur guided by peace, not war, and are invaluable partners as the FaST activities are implemented.

The FaST activities are the initial and immediate actions that have kick started the longer-term objectives of the DDS, providing durable development solutions and peace dividends in the five Darfur states. Whilst laying the foundations for longer-term development, the FaST activities bring tangible results ranging from providing out-of-school children with a new chance at education and gainful employment, water and health facilities, market rehabilitation and microfinance to support local entrepreneurship and trade, to building environmentally sustainable shelters and power supplies to facilitate the safe return and reintegration for IDPs, refugees and ex-combatants. These FaST activities complement and coordinate with ongoing projects being implemented by UN agencies, GoS and other development partners. They ensure coherence and adherence to the priorities identified through the DDS and close coordination and complementarity amongst the participating humanitarian and development actors.

A total of 12 FaST activities have been implemented by 13 UN partners throughout the five states of Darfur. Ten of these activities involved joint projects with 2 partners or more implementing the activity. The total funding available to the 12 activities was \$88.5 million.³

2. PURPOSE OF THE EVALUATION

The main purpose of the evaluation is:

- To establish and document the positive impact & any unintended consequences of UNDF funded activities; to validate UNDF FaST activities results in terms of achievements toward the fund goal and outputs.
- To assess the relevance, efficiency, effectiveness, economy, impact and sustainability of UNDF interventions and its contribution to early recovery and development of Darfur
- To document lessons learned, best practices, success stories and challenges to inform future initiatives.
- To formulate informed recommendations on future programmatic vision for UNDF, including the processes and governance mechanisms of the Fund.

³ Please find the list of the project partners, stakeholders and donors annexed to this ToR.

3. SCOPE OF THE EVALUATION

The scope of the final evaluation will involve the following components:

- UNDF achievements through projects funded under the Foundational and Short-Term Activities (FaST) between January 2016 – December 2018, therefore evaluators will be required to seek feedback and interact with the direct beneficiaries and communities in Darfur
- The modality and methods used for defining priority areas, selection of projects and disbursement of funds and the advantage and disadvantage of each fund disbursement mechanism; hence the evaluator will have to obtain feedback from UNDF implementing partners, donors, local actors, and other stakeholders.
- The organizational structure of UNDF and the Technical Secretariat and its ability in monitoring projects, providing technical support, collating lessons learned and sharing them with UNDF partners and other actors, and coordination of exerted efforts.
- The synergism and complementarity between UNDF and other similar programs and funding mechanism e.g. SHF, DCPSF.

4. EVALUATION OBJECTIVES AND QUESTIONS

The evaluation will assess the relevance, effectiveness, efficiency, impact, inclusiveness, and sustainability of UNDF interventions and achievements so far. The evaluation questions will follow the OECD DAC Criteria. More specifically, the evaluation will address:

Criteria	Description
Relevance	<ul style="list-style-type: none"> • What is the relevance and contribution of the FaST activities to overall early recovery and development in Darfur and restoring confidence and social cohesion? (utilization of objective methods/approach is highly desired).
Effectiveness	<ul style="list-style-type: none"> • Assess the scope of achievement of the activities against the defined outputs and targets: • To what extent were the originally designed objectives of FaST activities realistic? • What factors were crucial for the achievement or failure to achieve the activities objectives so far?
Efficiency	<ul style="list-style-type: none"> • Assess adequacy and efficiency in planning, monitoring and reporting systems and use of both material and financial resources. • Assess the cost effectiveness of disbursing and utilizing the fund at the level of the secretariat and implementing partners and ensure that principles of value for money are taken into consideration.
Impact	<ul style="list-style-type: none"> • Assess the impact of project interventions on the beneficiaries', both direct/indirect beneficiaries. • Capture and describe the direct and indirect, intended and unintended, positive and negative effects of FaST activities interventions. • At least one evaluation question to address gender related projects' impact
Inclusiveness	<ul style="list-style-type: none"> • Establish the level of community participation of beneficiaries particularly

	<p>women and youth and other vulnerable groups</p> <ul style="list-style-type: none"> • Assess how FaST activities interventions contributed to women active participation in early recovery and development. • Assess the extent to which FaST interventions empowered women and improve their control of resources and access to basic services. • Assess and confirm the ability of the program implementers to maintain impartiality and respect the UN programming principles¹ including the do no harm principles. • How has partnerships used to promote GEWE (Gender Equality and Empowerment of Women) at the national level • What evidence is there to show UNDF projects interventions contribution to GEWE (Gender Equality and Empowerment of Women) in each of the project outcomes
Sustainability	<ul style="list-style-type: none"> • Assess the overall project, focusing on the potential for the project to be owned by the beneficiaries and for the benefits to continue after project closure. • Assess the extent to which UNDF supported process, capacities and systems that will likely support the continued stabilization, early recovery and development at community and state level.

¹ UN Programming principles refer to the: Result Based Management (RBM), Gender Equality, Environmental Sustainability, Human Rights Based Approach and Do No Harm Principles.

5. EVALUATION METHODOLOGY/APPROACH

The evaluation methodology should employ a participatory results-oriented approach that involves project implementers, targeted beneficiaries and other community members, UNDF-TS, UNDF donors and other relevant stakeholders and will provide evidence of achievement of expected outputs through the use of quantitative and qualitative methods. The consultative element of the evaluation is crucial for building up a consensus about the project’s overall rationale and desired outcomes. Field visits will be organized to facilitate the process of evaluation. The process steps of the evaluation will include:

- Internal consultations: Ensure common objectives and set clear expectations of process and results.
- Desk review of UNDF relevant document e.g. UNDF-TS reports and implementing partners, IP meeting documents, monitoring visits reports, monitoring tools, UNDF-TOR and other related documents.
- Develop the detailed evaluation framework, design and methodology and the evaluation instruments and tools; (the matrix should include clear information about the data collection tools and data analysis methods (including quantitative, qualitative methods and triangulation) and major limitations of the methodology including steps taken to mitigate them
- Develop the evaluation work plan and the instrument that will be used during the exercise.
- Ensure gender equality and women’s empowerment are included in the methodology for addressing gender-specific issues.
- Draft Inception Report not more than 10 pages in addition to annexes and present to UNDF Stakeholders.

- Field and project sites visit for collection of quantitative & qualitative data from beneficiaries and community members, partners, implementing partners, government, beneficiary institutions etc. through case study, key informants' interviews, in-depth interview, focus group discussion, cross-sectional survey, meeting, etc;
- Draft a report with the evaluation findings: (Evaluation report length is expected to be about 50 pages plus annexes with an executive summary of not more than 3 pages describing key findings and recommendations).
- Present the evaluation findings to relevant stakeholders and facilitate discussion to draw out the way forward.
- Evaluation report audit trail: Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to how the evaluator has addressed comments
- Final evaluation report. The evaluator will ensure that the report, to the extent possible, complies with the UNEG Quality Checklist for Evaluation Reports and follows the required report format (format is in Annex)

The proposed approach and methodology should be considered as flexible guidelines rather than final requirements. The evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The consultant will be required to confirm the reliability and the quality of collected data through triangulation and diversification of sources and methods/approaches of collection.

6. EVALUATION STAKEHOLDERS:

UNDF donors, UNCT members, UNDF projects' beneficiaries, implementing partner, government bodies and other development actors working in Darfur Region.⁴

7. EVALUATION TEAM COMPOSITION AND REQUIREMENTS

A small oversight team will be established from UNDP and UNDF Partners to ensure the quality of the process and the product.

The evaluation team will consist of two national consultants (with explicit and specific deliverables), with proven experience in evaluation of development projects and one international consultant to administratively support the evaluation, and two national independent consultants.

8. Experiences requirements for the second national consultant:

He /She should have the following skills and expertise, at a minimum:

- Master's degree in a relevant area including political science, international development or evaluation with at least 10 years' experience.
- Knowledge of UNDP's Multi-Partner Trust Fund (MPTF) platform preferred; experience of evaluations completed with the guidance of a multi-stakeholder reference group.
- Significant experience conducting evaluations in complex, insecure and conflict-affected environments; including data management and analysis skills.
- Demonstrated experience applying different types of applied research, evaluations, impact

⁴ See the annex list of evaluation stakeholders

assessments, and other relevant methodologies in conflict-affected environments;

- Experience in working with government officials, UN system, international development community, civil society actors, and populations affected by violence and insecurity;
- Experience working in Sudan and Darfur preferred;
- Strong analytical skills, including qualitative and quantitative research and knowledge on gender analysis.
- Excellent communication skills, written and oral, including in cross-cultural contexts.
- Ability to plan effectively, prioritize, complete tasks quickly, adapt to changing context and demonstrated leadership in challenging environments.

The evaluation national consultant must also have solid experience in the evaluation of program effectiveness in a volatile and conflict context. The evaluation is guided by the UN principles of equity, justice, gender equality and respect for diversity; they should exhibit the following skills and experience:

- Knowledge and experience of implementing various types of evaluation methodologies.
- A strong record in designing and leading reviews and evaluations, in Darfur or similar context.
- Should have an academic background and/or training and/or work experience in development.
- Extensive knowledge of and proven successful application of qualitative and quantitative research and evaluation methods.
- Experience of evaluations completed with the guidance of a multi-stakeholder reference group.
- Data management and analysis skills.
- Process management skills including communications and facilitation skills.
- Demonstrated excellent presentation and report writing skills in Arabic and English.
- Good understanding and knowledge of Darfur traditional customs, socio-economic and political economy contexts and complications to support quality data collection and extraction. At least one of the members must have specific experience in gender mainstreaming.

9. EXPECTED OUTPUTS AND DELIVERABLES

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review/quality assurance and Approvals Required
Data collection, desk review and Summary of reviewed documents	3 days	15 -18 Nov	UNDP Deputy Resident Representative (RR/P) for Programme
Evaluation Framework and work plan	2 days	20-22 Nov	UNDP Deputy Resident Representative (RR/P) for Programme
Meetings with stakeholders	2 days	23-25 Nov	UNDP Deputy Resident Representative (RR/P) for Programme

10. Timeframe for the evaluation/ duration of the contract:

The duration of the consultancy is for 22 working days over the course of three months Nov-Dec 2020. The remuneration will be paid as a lump sum after the final draft is reviewed and accepted by UNDF-TS.

11. Institutional Arrangement:

The contractor will be directly supervised by the UNDP Deputy RR for Programmes.

12. Responsibilities of the evaluator:

Responsibilities of UNDP: The duration of the consultancy is for 22 working days over the course of three months (Nov-Dec 2020).

13. BUDGET AND SCHEDULE

Distribution of funding will be carried out as follows: The payments to the Consultant will be made in three tranches as set out below:

Milestone:	Fees payable:
1. Inception report presented to relevant stakeholders	
2. Draft report	
3. Final Report*	

14. Evaluation Ethics:

Evaluation consultants will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UN evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'.⁵⁶

15. Annexes:

- Annexes to be provided will include:
- UNDF ToR and Results Framework
- UNDF Projects Progress Reports
- Field Monitoring Reports
- List of key stakeholders and partners
- UNDF (Project Document) Result framework.
- List of projects supported
- Evaluation matrix
- Key documents for desk review
- Required format for the evaluation report
- Code of conduct

16. Expertise of the Evaluation (National Consultant)

1. Specialized Knowledge in evaluations and research especially in a volatile context.
2. Experience in evaluations and research, data management and analysis of development programmes
3. Experience on working on evaluating of development projects in the Region; similar experience in Sudan and Darfur is desirable.
4. Work for UNDP/ major multilateral/ or bilateral programmes
5. Experience in Evaluation of MPTF funds.
6. Quality assurance procedure by the applicant.

⁵ Project document of the: Foundational and Short-Term (FaST) activities of the United Nations Fund for Recovery Reconstruction and Development in Darfur (UNDF)

⁶ Access at: <http://www.unevaluation.org/document/detail/100>

7. Reputation of the organization and staff (competence/ reliability)

17. Duty Station:

The duty station will be Khartoum with virtual meetings with UNDF projects stakeholders.

18. Criteria for Selection of the Best Offer

The offers received from the candidates will be evaluated using combined scoring method. The combined scoring method assesses the offers with technical merits of the candidate – where the qualifications will be weighted a max. of 70%, and later combined with the price offer which will be weighted a max of 30%.

Technical Scoring Grid (70 Points; Pass Mark is 49 points):

Assessment Criteria	Maximum Obtainable Points	Weightage (%)
A master’s degree or equivalent in international development, policy studies, social science or related field is a requirement.	10	15%
Significant experience conducting evaluations in complex, insecure and conflict-affected environments; including data management and analysis skills.	15	20%
Track record in evaluating a wide range of donor funded projects;	10	15%
Excellent writing skills and ability to produce high quality evaluation reports and documents	10	15%
Knowledge of UNDP’s Multi-Partner Trust Fund (MPTF) platform preferred; experience of evaluations completed with the guidance of a multi-stakeholder reference group.	10	15%
Experience in working with government officials, UN system, international development community, civil society, and populations affected by violence and insecurity is preferred and working in and understanding of the context of Darfur would be an asset.	10	15%
Proficiency in English and (both spoken and written); Working level of Arabic is essential	5	5%
TOTAL	70	100%

a. Assessment of the Price Proposals (30 Points) or 30%

The lowest priced bid from among the technically qualified Offerors will obtain the full marks of 30 points in the price proposal. Price proposals of remaining qualified bidders will be prorated against the lowest priced bid using the following formula to derive the marks in their price proposal:

Marks obtained by a Bidder = Lowest Priced Bid (amount) / Bid of the Offeror (amount) X 30 (Full Marks)

b. Award of the Contract/Award Criteria:

The contract will be awarded to the candidate (bidder) whose proposal obtains the highest cumulative marks (points) when the marks obtained in technical and price proposals are aggregated together.

19. Approval

This TOR is approved by: Programme, Team Leader

Name and Designation: Mr. Omer Elhag, Team Leader, Programme Unit

Signature:



24-Nov-2020

Date: