

Terms of Reference (TOR)

For an Assignment Requiring the Services of National Individual Contract (IC) to Conduct Independent Final Evaluation for the Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)

Project Title: Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)

a) PROJECT DESCRIPTION AND BACKGROUND

The current conflict in Darfur has undermined livelihood coping strategies leaving millions reliant on food aid. Due to the conflict in Darfur, a whole generation of youth has suffered diminished educational and developmental opportunities. Youth constitute about 19.7% of the Darfur population and the youth employment across the three Darfur states is estimated to exceed 40%. The failure to provide educational opportunities, in combination with youth being cut off from their traditional livelihoods due to displacement, creates a double disadvantage for them. While in particular young people have a great potential to help build peaceful and prosperous communities, the pressure to make a living can even become a destabilizing factor fueling violence and criminality. For the most disadvantaged group - illiterate youth in pre-urban and rural communities - agricultural vocation and businesses would provide suitable income generating opportunities, however communities still lack access to skills, finance, and markets.

1.1 Overview of the Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV)

Youth Volunteers Supporting Peace and Recovery in Darfur (YoVoReD-IV) represent a component of the Darfur Livelihoods and Recovery Programme. The project consolidates the achievements of the previous phases I-III. It is a joint project led by United Nations Development Programme (UNDP) with the support of the Government of Sudan (GoS) and United Nations Volunteers (UNV), and with funding from the Republic of Korea with total budget USD 2,625,000 covering the two year period November 2017 to October 2019. The Project targeted 50 communities in 17 localities in the 5 Darfur States, directly benefiting over 10,228 people (52 percent women) vulnerable conflict-affected community members.

The project developed the capacity of Darfuri youth to support peace and recovery processes in their own communities whilst enhancing their skills and competencies for their social and career development. The goal of the project was to accelerate peace, social cohesion, and the economic recovery of conflict-affected communities in Darfur thereby laying solid foundation for sustainable development of the region by the year 2020 with the following objectives:

- To build the capacity of the Darfur Youth to access alternative livelihoods and employment opportunities whilst supporting peacebuilding and socio-economic recovery of their host communities
- To enhance peaceful co-existence among communities through dialogue and restoration of socio-economic opportunities.
- To improve the capacity of Government and Civil Society to address obstacles to the effective

participation and engagement of youth in civic duties, political and peace processes, and decision-making at local and state level.

By supporting the development of micro-enterprises and rebuilding capacity of communities, this project contributes to UNDP's Country Programme and UNDAF's outcomes:

- **Outcome 1:** By 2021, people in Sudan, with emphasis on small producers and micro-entrepreneurs, have access to improved productive capacities that contribute to inclusive and sustainable livelihoods, job creation and ending extreme poverty.
- **Outcome 5:** By 2021, community security and stabilization of people affected by conflict is improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion.

During the implementation period, key results have been achieved. As primary implementation structure, State Youth Volunteer Coordination Units (SYVCUs) in all the five States were established as government-led bodies as part of the monitoring and coordination mechanism for the project. Some 200 youth (under the age of 30 with 44 percent being females) who functioned as agents of change and ambassadors of Peace and facilitated the implementation of the project in a catalytic manner, mobilizing and organizing communities and youth enabling UNDP and its partners to provide the necessary support in remote locations. Additionally, over 92,000 other people benefitted from 30 community infrastructure such as classroom blocks, boreholes, and community health post in addition to small grants. UNDP is, therefore, seeking high-qualified consultant to conduct an independent final evaluation for the fourth phase of this joint programme.

b) THE PURPOSE OF THE ASSIGNMENT:

The purpose of this evaluation is to provide an independent assessment of the impact of the YoVoReD-IV during the phase of the project and seeks to:

- Measure the extent to which the YoVoReD-IV has implemented its activities, delivered outputs and how these contribute towards attaining the outcomes and development results.
- Generate evidence-based knowledge by identifying best practices and lessons learned that could be useful for the design and development of future YoVoReD-IV 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.

C. SPECIFIC OBJECTIVES OF THE EVALUATION

The evaluation will focus on measuring development results and potential impacts generated by the YoVoReD-IV. It will examine the extent of delivery of outputs, activities and inputs detailed in the project document and in associated modifications made during the two-years implementation

period (November 2017 to October 2019) within the five states of Darfur.

The specific objectives include:

- ***Assess the results and achievements of the YVRD 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 YOVORED-IV 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 effect 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: The PCU and the SPCUs.
 - 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 such as the selection of the volunteers, target groups, modalities for community deployment and engagement, microenterprise development, the management of the small grant and accumulating savings schemes.
 - 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.

- 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) EVALUATION QUESTIONS, LEVELS OF ANALYSIS AND EVALUATION CRITERIA

The evaluation will be guided by the following questions and criteria at the following levels.

i. Relevance

- a) To what extent was the design and strategy of the YoVoReD-IV relevant to the needs of Sudan and the Darfur region (assess including link to the SDGs, UNDAF, CPAP, SP and alignment with national priorities, stakeholder and national ownership design process)?
- b) Was this project an appropriate intervention response based on the problem and contextual analysis?
- c) How much and in what ways did the YoVoReD-IV contribute to solving the (socio-economical) needs and problems identified in the design phase?
- d) Did the project include the most appropriate mix of activities and actions needed to achieve the necessary outputs?
- e) To what extent did the implementing partners participating in the YoVoReD-IV had an added value to solving the development challenges stated in the programme document?
- f) To what extent did the design of the YoVoReD-IV define an exit strategy that will ensure sustainability of YOVORED-IV achievements?

ii. Efficiency

- a) To what extent was the YoVoReD-IV management model efficient in comparison to the development results attained?

- b) To what extent and in what ways did the joint programme increase or reduce efficiency in delivering outputs and attaining outcomes?
- c) Did the project set realistic targets commensurate with available time and other resources?
- d) To what extent have the programme outputs resulted from economic use of these resources?
- e) To what extent were quality outputs delivered on time?
- f) What type of (administrative, financial, managerial, and external) obstacles did the YoVoReD-IV face and to what extent have these affected its efficiency?

iii. Ownership in the process

- a) To what extent has the project enforced ownership among the target population, local and national authorities in its design and implementation? What modes of participation (leadership) have driven the process?
- b) To what extent and in what ways has national and local participation and ownership or the lack of them, impacted in the efficiency and effectiveness of the project?

iv. Effectiveness

- a) To what extent has the outcome(s) been achieved and, if not, whether there has been progress made towards the achievement of both qualitative and quantitative targets?
- b) What were the positive and negative, intended, or unintended, changes contributed by UNDP's work?
- c) How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective?
- d) To what extent were YoVoReD-IV outputs and outcomes synergistic and coherent to produce development results?
- e) To what extent did the YoVoReD-IV impact on the targeted citizens?
- f) Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- g) What type of differentiated effects are resulting from the YoVoReD-IV in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
- h) To what extent has the YoVoReD-IV contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
- i) To what extent did the YOVoRED-IV help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?
- j) To assess the opportunities/challenges that helped or hindered achievement of the YoVoReD-IV results?

v. Sustainability

- a) To what extent has the YoVoReD-IV established structures and strategies to ensure the sustainability of the project? To what extent has the YoVoReD-IV smoothly implemented its exit and sustainability strategy?
An analysis of the underlying factors beyond UNDP's control that influence the outcome.

- b) What is the scope and opportunities for the institutionalization of the YoVoReD-IV project into a national initiative at the state, regional and national level?
- c) At state and regional level:
 1. To what extent did national and state level institutions support the YoVoReD-IV?
 2. Did these institutions show technical capacity, leadership, and commitment to keep working with the project or to scale it up?
 3. Have operating capacities been created and/or reinforced in national institutions?
 4. Did the partners have sufficient financial and technical capacity to keep up the benefits produced by the programme?
- d) To what extent could YoVoReD-IV be replicable or scaled up at national, state or local levels?
- e) To what extent did the YoVoReD-IV align itself with the National Development Strategies and/or the UNDAF?
- f) Provide recommendations for ensuring sustainability.
- g) An analysis of the underlying factors beyond UNDP's control that influence the outcome.
- h) What are the underlying factors beyond UNDP's control that influence the outcome of the project?

vi. Impact

- 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 the project' activities interventions.
- At least one evaluation question to address gender related projects' impact

4. METHODOLOGICAL APPROACH

The evaluation will utilize a mix of appropriate methodologies and tools based on the specific needs for information, access, the questions set out in the TORs, availability of resources and the priorities of stakeholders. The Consultant is expected to analyze all relevant information sources, such as Project reports, Project budgets, project document, Project work plans, progress reports, Minutes of the Steering Committee meetings, UNDP Guideline for Evaluation, programme files, strategic country office development documents, and any other documents that may provide evidence on which to form judgments. The consultant also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The Consultant will make sure that the voices, opinions, and information of targeted citizens/participants of the joint programme are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques. If the current situation of COVID-19 crises persisted up to the time of the evaluation, there is a need to utilize mobile and web online data collection systems in order to adhere to the WHO and Ministry of Health guidelines. The consultant should employ an open-source platform that allows rapid information gathering using smartphones

or tablets collection (e.g. Kobo Toolbox). There is a need to ensure gender equality and women's empowerment are included in the methodology for addressing gender-specific issues.

6.Scope of Work (Description of specific tasks to be performed)

The evaluation will entail a combination of desk research, field interviews, and focus groups undertaken in at least four of the five States of Darfur. The National Consultant will work closely with and under the technical guidance of the International consultant collaboratively in jointly accomplishing the tasks and deliverables.

a) 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, approach 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 below.

b) 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.

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

Data collection tools (Questionnaires, apps and checklists etc.) 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 National consultant will work with the International Consultant to produce evaluation reports 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 after the completion of the field visit)
- **Debriefing PowerPoint Presentation:** Debriefing session on the draft evaluation report by the evaluation team.
- **Final Evaluation Report** (to be submitted after incorporating all comments and revisions to the draft report).

- **Summarized and evaluation brief report** for policy dissemination to the stakeholders

Quality standards for the reports as well as outline for the reports have been detailed below. Timelines for each of these have been outlined 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:

1. The YOVORED-IV Project Documents
2. Annual Work plans for the projects
3. Biannual and Annual Project Reports of the project
4. Final Narrative and Financial Report
5. UNDAF and UNDP CPD Documents

i) **Expected Outputs and Deliverables**

Deliverables / Outputs	Estimated Duration to Complete	Deliverable	Target Due Dates	% Payment	Review and Approvals Required
Initial Briefing on YOVORED-IV, initial consultations and initial desk review.	3 working days (22 Nov to 25 Nov. 2020)	N/A	24 Nov 2020	0%	Programme Manager
Submission of Inception Report	4 working days (26 Dec to 1 Dec. 2020)	Inception Report	1 Dec. 2020	0%	Programme Manager
Feedback on inception report (Work plan, data collection tools, sampling method, evaluation matrix, reporting outlines agreed with evaluation team)	2 working days (2 to 3 Dec. 2020)	N/A	3 Dec. 2020	20%	Programme Manager
Field evaluation mission for data collection (visits to the field, interviews, focus group mission.	13 working days (3 Dec. to 22 Dec 2020)	Evaluation Field Data	22 Dec. 2020	40%	Programme Manager
Time allocated for preparing the draft report.	7 working days – (23 Dec to 31 Dec. 2020)	Draft Evaluation Report and Power Point Presentation of findings	31 Dec 2020	0%	DRLP Programme Manager
Time allocated for stakeholder meeting,	1 working day – (3 Jan 2021)	Presentation	3 Jan. 2021	0%	DRLP Programme

comments and review of the draft report (for quality assurance)					Manager / Programme Officer
Time allocated for incorporating comments and finalizing the evaluation report and presentation	3 working days – (1 Jan -6 Jan 2021)	Evaluation Report and Power Point Presentation of findings	6 Jan 2021	0%	Programme Manager & Programme Team
Submission of final Report	1 working day (7 Jan 2021)	Evaluation Report	7 Jan 2021	40%	Head of Unit/ Programme Manager

7. Stakeholders and 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 Peace and Development Centers within the Universities of El Fasher, Nyala, Edaen, Zalingei and Geneina), selected key Ministries including the State Ministry of Finance and the Ministry of Agriculture. Within UNDP, the consultant will have close working relationships with the UNDP Darfur Livelihoods Team under the Leadership of the Programme Manager, the Head of Office, the Head of Unit and the Programme Officer responsible for Quality Control.

8. Frequency of Progress of Reporting.

There will be weekly update report 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.

9. Duration of the Work

The total duration of this consultancy will be 33 working days from desk review to the dissemination; commencing **22 November 2020 till 7th January 2021 (dates adjustable depending on situation)**

10. Duty Station

The consultancy will involve a combination of work at home and at the field. During data collection, the consultant is expected to carry out his/her activities in all relevant areas of Darfur where the project was implemented. Whilst on field missions away from El Fasher, consultant shall be paid a daily subsistence allowance based UN rate. It is estimated that consultant will spend at least 15 calendar days in the 4 other states of Darfur, outside his/her duty station. Consultations with direct beneficiaries will be sampled from a number of locations where the project was implemented including the following.

- All the five states in Darfur covering 17 localities:
 - North Darfur: Daresalam, Kelamindo, Atwisha, El Fasher Rural and Malit
 - West Darfur: Genaina, Fur Baranga and Beida

- Central Darfur: Mukjar, Bendisi, Nertitie and Golo
- South Darfur: Kass, Nitega, El Salam and Tulus
- East Darfur: Yassin

11. Qualifications and Experience

Minimum Level of Education Required:

A master's degree or equivalent in international development, policy studies, social science or related field is a requirement. Further education, certification or a concentration in monitoring and/or evaluation would be an asset.

Work Experience and Expertise:

- A minimum of 7 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 Youth and Livelihoods projects in crisis and post-crisis-settings.
- Experience of working in Sudan, in particular the understanding of the context of Darfur would be an asset.
- Fluency in English required and Arabic proficiency highly desirable.

12. 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. Living Allowance and travel fees to the duty station will not be included in the lump sum and shall be paid separately on the actual costs of travel to and fro duty station. Living Allowance shall be paid for all duty travels outside the duty station, not more than the UN Daily Subsistence (DSA) rate which is currently at \$95 for the whole of Darfur.

13. Recommended Presentation of Offer

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

- a) Duly completed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or 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/company considers him/herself/itself 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.

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 proposals – where the qualifications and methodology will be weighted a max. of 70%, and later combined with the price offer which will be weighted a max of 30%.

a. Technical Scoring Grid (70 Points; Pass Marks 49 points):

Assessment Criteria	Maximum Obtainable Points	Weightage (%)	Evaluated Points Obtained by the Offerors		
			A	B	C
A master's degree or equivalent in international development, policy studies, social science or related field is a requirement.	10	15%			
A minimum of 7 years of experience in conducting or managing evaluations, assessments, audits, research or review of development projects and programmes;	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%			
Having thematic expertise in international development programmes and or assessing or evaluating Youth and Livelihoods projects in crisis and post-crisis-settings.	10	15%			
Experience of working in Sudan, in particular the 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%			

The price proposals of candidates obtaining 49 points and above (or 70% and above) will only be technically qualified; then their price proposals will be reviewed and compared for the assessment of overall ranking of the proposals. Those obtaining lower than 49 points (or lesser than 70%) will be

technically non-responsive proposals; price proposals of such candidate will not be compared.

b. 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)

c. 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.

Approval

This TOR is approved by:

Name and Designation: John Anodam, Programme Manager -DLRP, UNDP Sudan

Signature: _____

Date: _____

Annexes

Annex 1: Ethical Principles and Premises of The Evaluation

The final evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.

Annexes 2: Evaluation Report Quality Standards

The following UNEG standards should be taken into account when writing all evaluation reports¹:

1. The **final report should be logically structured, containing evidence-based findings**, conclusions, lessons, and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16).

NOTE: Using evidence implies making a statement based on valid and reliable facts, documents, surveys, triangulation of informants' views or any other appropriate means or techniques that contribute to create the internal validity of the evaluation. It is not enough to just state an informed opinion or reproduce an informant's take on a specific issue.

2. **A reader of an evaluation report must be able to understand:** the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)
3. In all cases, evaluators should strive to **present results as clearly and simply as possible** so that clients and other stakeholders can easily understand the evaluation process and results. (S-3.16)
4. **The level of participation of stakeholders in the evaluation** should be described, including the rationale for selecting that particular level. (S-4.10)
5. **The Executive Summary should "stand alone"**, providing a synopsis of the substantive elements of the evaluation. The level of information should provide the uninitiated reader with a clear **evaluation manager** of the final evaluation will have the following functions:
 - Lead the evaluation process from design, implementation, and dissemination.
 - Convene the evaluation reference group.
 - Lead the finalization of the evaluation ToR.
 - Lead the selection and recruitment of the Consultant.
 - Ensure the evaluation products meet quality standards.
 - Connect the Consultant with the wider programme unit, senior management, and key

¹ See UNEG Guidance Document "Standards for Evaluation in the UN System", UNEG/FN/Standards (2005). http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22

evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation.

- Take responsibility for disseminating and learning across evaluations.
- Safeguard the independence of the exercise, including the selection of the Consultant.
- Provide executive and coordination support to the reference group.
- Provide the evaluators with administrative support and required data.
- Review the inception, draft, and final evaluation report(s).
- Ensure that adequate funding, logistics and human resources are allocated for the evaluation.

Annex 3: Inception Report Outline

1. Introduction
2. Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
3. Evaluation criteria and questions— The criteria and questions that the evaluation will use to assess performance and rationale.
4. Main substantive and financial achievements of the joint programme
5. Evaluation methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.
6. Criteria to define the mission agenda, including “field visits”
7. Annexes for the Inception Report:
 - a) Tentative outline of the main report
 - b) Interview checklists/protocols
 - c) Evaluation Matrix (Below)

Evaluation Matrix – (To be submitted by Consultant as part of Inception Report)

Table A: Sample Evaluation Matrix

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standard	Methods for data analysis

Annex 4: Draft & Final Report Outline

Title and opening pages

Including YOVORED title, report date, name of the evaluator/s.
Acknowledgements

Table of contents

Including page references for all chapters, boxes, figures, tables, and annexes.

List of acronyms and abbreviations

Executive Summary

A stand-alone section of two to three pages that should:

- Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspect of the evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

1. Introduction

Explain why the evaluation is being conducted, including the following content:

Background

UNDP Sudan, Darfur Livelihoods and Recovery Programme and YoVoReD-IV

Description of the development intervention

Provide sufficient detail on the joint programme so that the readers of the report can easily understand the analysis done in the next chapter.

Context

Social, political, economic, institutional factors that affects the YoVoReD-IV.

YoVoReD-IV description

Title, timeframe, intervention logic, objectives, intended outcomes/outputs, scale of the intervention, total resources, geographic location, etc.

- **Evaluation scope and objectives**
 - Evaluation scope
 - Evaluation objectives
 - Evaluation criteria
 - Evaluation questions
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Major limitations of the methodology.

2. Data analysis—Levels of Analysis

This section should be evidence based, guided by the evaluation criteria and questions.

Design: Relevance

Include a description of the initial concept and subsequent revisions, and all pertinent information for the reader to clearly understand the analysis done in this section. Assess the design relevance and address all evaluation questions (including link to MDGs, UNDAF and national priorities, stakeholder participation, national ownership design process, M&E framework and communications strategy and implementation of mid-term evaluation recommendations).

Process: Efficiency, Ownership

Include a description of the YoVoReD-IV governance structure, coordination mechanisms, administrative procedures, implementation modalities, UN coordination, national ownership in the process and all pertinent information to clearly understand the analysis done in this section. Address all evaluation questions (including JP's level of financial progress and implementation of mid-term evaluation recommendations).

Results: Effectiveness, Sustainability

Assess the level of attainment of the development results compared to what was initially expected. Show progression of implementation with an appropriate measure and analysis of the results chain (organized by outcome, and distinguishing findings on completion of activities and outputs from outcomes). If some of this analysis is not included, explain why it is not. For sustainability, please mention availability of financial resources and examples of or evidence for replicability and scale up of JP. Address all evaluation questions.

3. Findings and conclusions

- Findings

- Conclusions

4. Lessons Learned

Define the scope of each lesson (YoVoReD-IV, national policy, local intervention, etc.)

5. Recommendations

Prioritized, structured and clear. The scope and relevant stakeholder should be clearly defined for each recommendation.

14. Annexes

Annex 5: Stakeholders list – To be delivered to Consultant

Name of Stakeholders	Name of Representative	Position of Representative	Contact
State Ministry of Education, Sports and Youth Sector, East Darfur State	Adam Mohammed Ahmed	Secretary General, SCoYS, East Darfur state	0917170081
State Ministry of Finance	Abdelmoneim Abakar Hassan	Deputy Head of Foreign Aid Unit, East Darfur state	0126631836
State Ministry of Social Affairs			
Peace Centre in University	Ibrahim Barama	Head of Peace Centre, University of Ed Daein, East Darfur state	0123681644
NIDO (IP)	Adam Balila	Head of Office, NIDO, East Darfur	0998222306
state Ministry of Education, Sports and Youth Sector, West Darfur state	Abdalhafiz Suliman Abdelrahman	Department Director, Youth and Sport Sector, West Darfur state	0914433778
Ministry of Finance, West Darfur state	Hassan Abdalla Yahia	International Cooperation, Ministry of Finance, West Darfur State	0922801244
Ministry of Social Affairs, West Darfur state.	Nooruddin Gerbil Ahmed.	Deputy Director of Poverty alleviation, West Darfur State	0999081437
Child Friendly Community initiative CFCI (IP)	Jeddah Musa Abdalla	Head of Office, CFCI, West Darfur state	0911372123
Beida Organization for Relief and Development BORD (IP)	Abdulrahim Abdalla Ibrahim	Head of Office, BORD, West Darfur state	0911166913
Ministry of Education, Sports and Youth Sector, South Darfur state	Omer Al-Makki	Youth department Director, Youth and Sport, South Darfur state	0121177634
State Ministry of Finance	Maryam Abdul-Rahman	Coordinator, External Aid Unit, Ministry of Finance, South	0915836957

Name of Stakeholders	Name of Representative	Position of Representative	Contact
		Darfur State	
Nyala University- Peace Studies Center South Darfur State	Dr. Saad Aldin Hassan	Director of Peace Studies Center South Darfur State	0917722772
ERRADA (IP)	Alla Altyab	Head of Office, South Darfur state	0912816683 errada.dhr@gmail.com
Ministry of Youth and Sports in Central Darfur	Hamad Eldaw	Youth department Director, Central Darfur state	0912818087
Trust Rehabilitation and Development Organization (TDO)	Mohammed Abdulrahim	TDO Director, Central Darfur state	0116777417
Mercy House for Relief & Development Organization (MDO)	Omran Abdalla	MDO Director, Central Darfur state	0913162128