

UNITED NATIONS DEVELOPMENT PROGRAMME
DRAFT TERMS OF REFERENCE

1. Consultancy Information

International Consultancy Title: Mid Term Review (MTR) for Governance and Economic Management Support Project (GEMS) – SSD-19/0001.

Duration: 30 days, 15 August – 15 September

Duty Station: Juba, South Sudan

2. Background and Context

South Sudan is still working towards building coherent core institutional structures. The Governance and Economic Management Support (GEMS) project is a multi-year project implemented by UNDP and funded by the Government of Norway for the period August 2019 to December 2022, and is designed to support the Revitalized Transitional Government of National Unity (R-TGoNU) in implementing Chapter IV of the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS Chapter IV of the R-ARCSS aims at: a) strengthening capacity of key national institutions to ensure effective and accountable implementation of the R-ARCSS; and b) bolstering key economic governance and accountability functions. The work of GEMS is primarily completed through the placement of Special Skill Experts (SSEs) into key Ministries, Departments and Agencies (MDAs). The SSEs mentor MDA staff, known as Change Agents (CA) who are senior civil servants already recruited/appointed (or to be recruited/appointed) by the respective MDAs. These CAs are meant to be trainable and occupy positions central to institutional mandate and delivery of the provisions of R-ARCSS.

A complex set of issues have intervened, between signing of the agreement between UNDP and the Government of Norway and the present. On 11 March 2020, the World Health Organization declared COVID-19 a pandemic. This declaration resulted on a quick and sudden global chain of events that did not spare South Sudan. The COVID-19 pandemic represents “a crisis on top of crises” for South Sudan. COVID-19 negatively impacted the multiple transitions that are ongoing in South Sudan, from war to peace to stability, humanitarian to development, and from pre-transition to transition phase. In addition, the consequence of climate change, flooding, a deteriorating exchange rate, and a lack of political will and commitment have all contributed to serious delays in implementation of the R-ARCSS. 2 of the 3 years 4 months long project period have already expired, and the project results are minimal. In the meantime, other actors, including the World Bank have entered the arena for institutional development in South Sudan. This evolving situation and the limited time remaining indicates the need for recalibration of the GEMS project in order to obtain the greatest impact in the short time remaining.

3. Purpose of the MTR

The purpose of the MTR is to assess: a.) whether the project as originally formulated can achieve the intended results in the time remaining b.) whether a strategic capacity injection focusing on Chapter IV of R-ARCSS (*resource, economic and financial management/reforms*) is advisable given the current time constraint.

4. MTR Approach and Methodology

a. Scope

The MTR will cover the period from August 2019 to July 2021 to draw some lessons learnt and target the proposed chapter IV institutions of R-ARCSS. The MTR reports must provide evidence-based information that is credible, reliable, and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (Project Document, UNDP Social and Environmental Screening, project reports, annual

consultations, project budget revisions, national strategic and legal documents), and any other materials that the team considers useful for this evidence-based review.

5. Detailed Scope of the MTR

The MTR team will assess the following categories of project progress.

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effectiveness of assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Were relevant gender issues (e.g., the impact of the project on gender equality in the programme country, involvement of women’s groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.
- Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project’s objectives and activities or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to or could in the future catalyse beneficial development effects that should be included in the project results framework and monitored on an annual basis.

Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, make recommendations from the areas marked as “not on target to be achieved”.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- To what extent was the described procedures/approach in project document followed?

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.

- *Review the changes to fund allocations because of budget revisions and assess the appropriateness and relevance of such revisions.*
- *Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?*

Gender equality

- *To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?*
- *Is the gender marker data assigned to this project representative of reality?*
- *How does the project mainstream gender in terms of gender equality in terms of Inclusion, participation, discrimination, numbers, among others.*
- *To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?*
- *What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?*
- *Review the extent to which relevant gender issues were raised in the project design.*

Risk factors

- *To what extent has the project activities been affected by the COVID-19 pandemic and other risk factors identified?*

Conclusions & Recommendations

- *The MTR consultant/team will include a section in the MTR report for evidence-based conclusions, in light of the findings.*

6. Methodology

The review will be carried out in accordance with *UNDP evaluation guidelines and policies, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards*. The MTR will review the effectiveness of project activities to date, including the selection and placement of SSEs, project governance and management. The assessment should employ a combination of both qualitative and quantitative assessment methods including but not limited to:

1. Document review of all relevant documentation. This would include a review of inter alia; project document (contribution agreement); theory of change and results framework; programme and project quality assurance reports; annual workplans; consolidated quarterly and annual reports; results-oriented monitoring report; highlights of project board meetings; and technical/financial monitoring reports.
2. Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
 - Development of assessment questions for different stakeholders to be interviewed around relevance, effectiveness, efficiency, and sustainability in the current context.
 - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
 - All interviews should be undertaken in full confidence and anonymity. The final assessment report will not assign specific comments to individuals.
3. Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
4. Data review and analysis of monitoring and other data sources and methods.
5. Capturing Case histories and success stories.

The final methodological approach including interview schedules, visits to the targeted institutions to collect data should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders, and the MTR Team.

The MTR team is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts, the UNDP Country Office, direct beneficiaries, the donor and other key stakeholders. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the targeted institutions.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final MTR reports must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

Considering the travel limitation, the MTR team should develop a methodology that takes into account the conduct of the MTRs either virtually or remotely/physically. In which case, the use of interview methods and extended desk reviews, data analysis, surveys and review questionnaires is recommended. This should be detailed in the MTR Inception Reports and agreed with UNDP. The consultant will be home-based and provide leadership to the review process.

7. Review Products/Deliverables

The MTR team shall prepare and submit:

- MTR Inception Reports: MTR team clarifies objectives and methods of the MTR no later than 5 days after the commencement of the MTR.
- Presentation: MTR team presents initial findings to UNDP and stakeholders after 25 days.
- Draft MTR Report: MTR team submits the draft full reports with annexes within 25 days of commencement.
- Final Report: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR reports. To be sent to the Commissioning Unit within 5 days of receiving UNDP comments on draft.
- Additionally, the MTR consultant/team is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. The MTR consultant/team should make concrete recommendations.

8. Review team composition and required Competencies

The MTR will be conducted by an independent consultant. The consultant must have extensive experience in strategic programming of development assistance in post-conflict countries within the broader areas of governance and economic management capacity development and in post conflict settings. Preferably, the consultant should also have substantial knowledge of and experience with the monitoring and review of similar initiatives in volatile environments. The required qualifications and technical competencies are listed below:

Qualifications

- i) Minimum Advanced/ Masters’ degree in International Development, Public Administration, Socio-Economic Development or other related fields. (20 points)
- ii) Qualification in monitoring and evaluation (certificate/ diploma) (10 points)

Technical competencies

- i) At least 10 years’ professional experience in the fields of governance and/or economic institutional capacity building, gender mainstreaming and human rights promotion. (20 points)
- ii) At least 7 years (and recent – latest should have been conducted within the past 2 years) in conducting studies/ reviews/evaluations/assessments in governance and/or economic management capacity building (15 points);

- iii) At least five years in planning, implementing, and monitoring governance and/or economic management projects, or capacity building projects in governance or economic management. (15 points);
- iv) Excellent writing skills with a strong background in report drafting (to provide sample or similar reports (10 points).
- v) Demonstrated ability and willingness to work with people of different cultural, ethnic and religious background, different gender, and diverse political views (10 points).

9. Review ethics

This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the review and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the assessment process must also be solely used for the assessment and not for other uses with the express authorization of UNDP and partners.

10. Implementation Arrangements

The UNDP South Sudan Country Office will select a qualified and experienced assessment consultant through UNDP procurement processes in consultation with the partners. UNDP will be responsible for the management of the consultant and will in this regard designate an assessment manager and focal point. Project staff will assist in facilitating the process (e.g. providing relevant documentation, arranging visits/interviews with key informants).

The project manager and Project Quality Assurance team will - will convene an assessment reference group comprising of technical experts from partners and UNDP to enhance the quality of the MTR. This reference group will review the inception report and the draft assessment report to provide detailed comments related to the quality of methodology, evidence collected, analysis and articulation of findings and approve the final report. The reference group will also advise on the conformity of processes to UNDP and UNEG standards.

The consultant will take responsibility, with assistance from the project team, for setting up meetings and conducting the review, subject to advanced approval of the methodology submitted in the inception report. The consultant will report directly to the designated assessment manager and focal point and work closely with the project team. The consultant will work full time, based in UNDP South Sudan (remotely for international consult) and will be required to travel to the project locations as part of the assessment. Office space and limited administrative and logistical support will be provided. The consultant will use her/his own laptop and cell phone.

UNDP will develop a management response to the assessment within 4 weeks of report finalization.

11. Timeframe for the Assessment Process

The assessment will be carried out over a period of 30 working days (remotely for international consultant guiding the national consultant who will be in-country) broken down as follows:

Activity	Deliverable	Time allocated
Assessment design, methodology and detailed work plan	Inception report	5 days
Initial briefing- virtually		
Documents review and stakeholder consultations	Draft report	20 days
Field Visits by national consultant		
Data analysis, debriefing and presentation of draft assessment report		
Validation workshop- virtually		
Finalization of assessment report incorporating additions and comments provided by all stakeholders and submission to UNDP South Sudan. <ul style="list-style-type: none">- Provide final report- Assessment report audit trail- PowerPoint presentation for stakeholders	Final end-line assessment report	5 days

Total number of working days	30 days
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12. TOR annexes

The MTR should follow the following guidelines:

1. <http://web.undp.org/evaluation/guidance.shtml#handbook>
2. Ethical guidelines http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=102
3. OECD/DAC Evaluation Criteria
<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>
4. Code of conduct. <http://www.unevaluation.org/document/detail/100>

13. Application and payment modalities

Interested consultants should provide their technical (80% score) and financial proposals in USD (20% score). Fee payments will be made upon acceptance and approval by UNDP planned deliverables, based on the following payment schedule:

Inception report	30%
Draft Assessment and Lesson Learned Report	40%
Final Assessment and lesson learned Report	30%

14. SIGNATURES- POST DESCRIPTION CERTIFICATION

Head of Recruitment Unit:

Andrew Shuruma, Democratic Governance and Stabilization Unit (DGSU) Team Leader

Signature: *Andrew Shuruma* Date: 30-Jul-2021

Chief Division/Section

Christy Ahenkora, Deputy Resident Representative for Programmes

Signature: *Christy Ahenkora* Date: 02-Aug-2021

Chief Division/Section

Samuel Doe, UNDP Resident Representative

Signature: *Samuel Doe* Date: 06-08-2021

Certificate Of Completion

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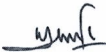
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Signer Events	Signature	Timestamp
Andrew Shuruma andrew.shuruma@undp.org Team Leader UNDP South Sudan Security Level: Email, Account Authentication (None)	 Signature Adoption: Pre-selected Style Using IP Address: 193.220.155.9	Sent: 7/26/2021 7:34:42 AM Viewed: 7/30/2021 2:40:07 AM Signed: 7/30/2021 2:40:47 AM

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Christy Ahenkora christy.ahenkora@undp.org Dep. Res Rep. UNDP Headquarters Security Level: Email, Account Authentication (None)	 Signature Adoption: Uploaded Signature Image Using IP Address: 196.201.9.10	Sent: 7/30/2021 2:40:48 AM Viewed: 8/1/2021 2:57:24 AM Signed: 8/2/2021 7:43:32 AM
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Electronic Record and Signature Disclosure:
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Samuel Doe samuel.doe@undp.org Resident Representative UNDP Headquarters Security Level: Email, Account Authentication (None)		Sent: 8/2/2021 7:43:33 AM
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In Person Signer Events	Signature	Timestamp
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Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
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