  

**PBF Terminal Evaluation Terms of Reference**

**Consultancy to undertake a Terminal Evaluation**

**Programme /Project Title:** Harnessing Youth Potential for Peace in Uganda

**Scope of Advertisement:** National

**Type of Contract:** Local Consultancy

**Post Type:** National Consulting firm

**Duty Station:** Home-based with mission travel

**Expected Areas of Travel:** Kampala, Wakiso, Bundibugyo, Kasese

**Languages:** English

**Duration of Contract:** 32 working days spread over a period of two calendar months

**Start Date:** 23rd August 2021

1. **Introduction**

## **A. BACKGROUND**

United Nations Development Programme (UNDP) in partnership with the United Nations Population Fund (UNFPA) and Office of the High Commissioner for Human Rights (OHCHR), have been jointly implementing the UN Secretary-General's Peacebuilding Fund (PBF) in Uganda under the project titled **“Harnessing Youth’s Potential for Peace in Uganda**”. The project focused on addressing the exclusion of youth, including girls and women, from political and economic discourse in the country with a focus on the regional hotspots of Rwenzori and Central Buganda regions. The project addressed youth exclusion through initiatives that enable greater engagement of young women and men in decision-making processes at national, district and local level, and initiatives that aim to restore trust between government (in particular security and law enforcement) entities and communities in the regional hotspots.

The project was catalytic, innovative and time-sensitive (18months), aiming at strengthening the engagement of young women and men in peacebuilding and political processes in Uganda. The project had 2 outcomes and six corresponding outputs as detailed below.

**Outcome 1**: **State and civil society actor decision-making processes are more inclusive by enabling proactive participation of youth as positive agents of peace in political, and peacebuilding processes**

***Output 1:*** *Capacity of selected government ministries and departments is enhanced to effectively mainstream youth issues in decision-making mechanisms*

***Output 2:*** *Youth pro-actively engage with leaders and elders and advocate for their own inclusion in peacebuilding processes and new peacebuilding initiatives*

***Output 3:*** *Selected government and civil society actors promote youth participation in political and peacebuilding processes*

**Outcome 2: Mistrust between law enforcement and security agencies and communities is reduced by enhancing the strict application of human rights standards**

***Output 1:*** *Capacity building is provided for law enforcement and security agencies on human rights standards in their operations engaging the youth.*

***Output 2:*** *The effectiveness of a monitoring, reporting and advocacy framework for human rights violations in law enforcement operations aimed at engaging the youth is strengthened*

***Output 3:*** *The youth capacity on human rights issues has been strengthened*

**Partners and stakeholders.**

**UN Agencies**: United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), and Office of the High Commissioner for Human Rights (OHCHR)

**Participating partners included;** Uganda Human Rights Commission (UHRC)**,** Inter-Religious Council of Uganda (IRCU), Rwenzori Forum for Peace and Justice (RFPJ), Nnabagereka Development Foundation (NDF), Centre for Electoral Democracy in Uganda (CCEDU) Agency for Cooperation in Research and Development – Uganda (ACORD-U)

District Local governments of the target districts (Wakiso, Kasese, Kampala, Bundibugyo)

Local communities, Cultural institutions, Religious leaders, women and youth groups of the project that the evaluation will be expected to engage.

# **PURPOSE AND OBJECTIVES OF THE EVALUATION**

**Purpose**

The purpose of the independent terminal evaluation will be to assess project’s achievements against the set objectives, identify and document lessons learnt and quantify the projects contribution to the government of Uganda ‘s efforts Vis-à-vis national and International commitments to global peace and security.

An integral part of the project cycle, the evaluation will analyze effectiveness, efficiency, relevancy, impact and potential for sustainability of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. Findings from the evaluation are expected to be used by UNDP, UNFPA, OHCHR, RCO and key stakeholders of the project including the Government of Uganda to consolidate gains from the previous interventions.

**Objectives** **of the evaluation**:

The main objective of the evaluation is to assess project implementation, including how the design of the project has impacted on implementation, results, relevancy, effectiveness, efficiency, sustainability, unexpected effects, and lessons. The subject of the evaluation is the project outcomes and outputs as well as the project processes by highlighting the results, challenges faced, lessons learnt, recommendations, and the impact on peace and conflict issues in the country. The evaluation coverage will include the logic and underlying assumptions upon which the strategy was originally developed, and the implementation strategy that has been adopted.

The objectives of the terminal evaluation are as follows:

* Assess the relevance and appropriateness of the project in terms of: 1) addressing key drivers of conflict and the most relevant peacebuilding issues and 2) the degree to which the project addressed cross-cutting issues such as conflict and gender-sensitivity in Rwenzori, Wakiso and Kampala districts;
* Assess to what extent the PBF project has made a concrete contribution to reducing conflict factors in Uganda and whether the project helped advance achievement of the SDGs, in particular SDG 16.
* Evaluate the project’s efficiency, including its implementation strategy, institutional arrangements as well as its management and operational systems and value for money.
* Assess whether the support provided by the PBF has promoted the Women, Peace and Security agenda (WPS), allowed a specific focus on women’s participation in peacebuilding processes, and whether it was accountable to gender equality.
* Assess the contribution/impact of the project on youth economic base and political engagement in decision-making process.
* Assess whether the project has been implemented through a conflict-sensitive approach.
* Document good practices, innovations and lessons emerging from the project.
* Provide actionable recommendations for future programming.

1. **SCOPE OF THE PROJECT EVALUATION**

This evaluation will examine the project’s implementation process and peacebuilding results, drawing upon the project’s results framework as well as other monitoring data collected on the project outputs and outcomes as well as context. Evaluation questions are based on the OECD DAC evaluation criteria as well as PBF specific evaluation criteria, which have been adapted to the context. The evaluation will answer specific questions on the relevance, efficiency, effectiveness, impacts and sustainability of all activities in the PBF operational area.

The geographic location of the evaluation will include project activities implemented in Kampala, Wakiso, Fort Portal City, Bundibugyo and Kasese. The consultant shall engage with project staff of UNFPA, OHCHR UNDP, Inter-Religious Council of Uganda (IRCU), Nnabagereka Development Foundation (NDF), Rwenzori Forum for Peace and Justice (RFPJ) and Agency for Cooperation in Research and Development – Uganda (ACORD-U), project beneficiaries including women and Youth, cultural leaders of Buganda Kingdom, Tooro Kingdom, Obusinga Bwa Rwenzururu, Obudingiya Bwa Bwamba, Banyabingi and Basongola, and local authorities in the project area.

**Evaluation Questions within specific OECD-DAC criteria**

***RELEVANCE:***

* Was the project relevant in addressing conflict drivers and factors for peace identified in a conflict analysis?
* Was the project appropriate and strategic to the main peacebuilding goals and challenges in the country at the time of the PBF project’s design? Did relevance continue throughout implementation?
* Was the project relevant to the UN’s peacebuilding mandate and the SDGs, in particular SDG 16?
* Was the project relevant to the needs and priorities of the target groups/beneficiaries? Were they consulted during design and implementation of the project?
* How relevant & responsive has the PBF project been to supporting peacebuilding priorities in country as contained in the NDP III Y?
* Did the project’s theory of change clearly articulate assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?
* To what extent did the PBF project respond to peacebuilding gaps?
* Are the activities complementary to/coherent with the activities of other actors working on peace building in the PBF operational area?

***EFFICIENCY:***

* How efficient was the overall staffing, planning and coordination within the project (including between the three implementing agencies and with stakeholders)? Have project funds and activities been delivered in a timely manner?
* How efficient and successful was the project’s implementation approach, including procurement, number of implementing partners and other activities?
* How well did the project team communicate with implementing partners, stakeholders and project beneficiaries on its progress?
* Overall, did the PBF project provide value for money? Have resources been used efficiently?
* To what extent did the PBF project ensure synergies within different programs of UN agencies and other implementing organizations and donor with the same portfolio?
* Were objectives achieved in a timely manner? How was the programme collaboration with the Local Government, Local institutions and development partners?
* How did the programme financial management processes and procedures affect programme implementation?
* What are the strengths, weaknesses, opportunities and threats of the programme implementation process?

***EFFECTIVENESS:***

* To what extent did the PBF project achieve its intended objectives and contribute to the project’s strategic vision?
* To what extent did the PBF project substantively mainstream a gender and support gender-responsive peacebuilding?
* How appropriate and clear was the PBF project’s targeting strategy in terms of geographic and beneficiary targeting?
* Was the project monitoring system adequately capturing data on ***peacebuilding*** results at an appropriate outcome level?

**OUTCOMES / IMPACT**

* To what extent did the project succeed in achieving its intended outcomes?
* Are there positive, negative, intended and unintended outcomes of the program?

***SUSTAINABILITY & OWNERSHIP***

* To what extent did the PBF project contribute to the broader strategic outcomes identified in nationally owned strategic plans, legislative agendas and policies?
* Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity etc.) to support positive changes in peacebuilding after the end of the project?
* How strong is the commitment of the Government and other stakeholders to sustaining the results of PBF support and continuing initiatives, especially women’s participation in decision making processes, supported under PBF Project?
* How has the project enhanced and contributed to the development of national capacity in order to ensure suitability of efforts and benefits?
* Describe key factors that will require attention in order to improve prospects of sustainability of Programme outcomes and the potential for replication of the approach?
* Describe the main lessons that have emerged?
* What are the recommendations for similar support in future?

***COHERENCE:***

* To what extent did the PBF project complement work among different entities, especially with other UN actors?
* How were stakeholders involved in the project’s design and implementation?

**In addition to the above standard OECD/DAC criteria, the following additional PBF specific evaluation criteria should also be assessed by the evaluation:**

***CATALYTIC:***

* Was the project financially and/or programmatically catalytic?
* Has PBF funding been used to scale-up other peacebuilding work and/or has it helped to create broader platforms for peacebuilding?

***TIME-SENSITIVITY:***

* Was the project well-timed to address a conflict factor or capitalize on a specific window of opportunity?
* Was PBF funding used to leverage political windows of opportunity for engagement?

PROTECTION OF THE BENEFICIARIES

* What PSEA measurements have been applied with the implementing partners and actors engaged in the project delivery?
* What documentation of PSEA has been done?

**METHODOLOGY AND APPROACH**

The evaluation shall provide evidence-based information that is credible, reliable and useful. The lead consultant will identify and/or work with a support team. The support team will be justified in the evaluation approach and methodology to be used. The consultant will ensure the deliverables are realized. The evaluation team will review all relevant sources of information including documents prepared during the preparation phase, the project document, project reports including annual project reviews, project budget revisions, lesson learned /monitoring reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

The evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with the project team, government counterparts, the UNDP, OHCHR,UNFPA, RCO teams, and other key stakeholders. Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; project stakeholders at the national and regional level (, Inter-Religious Council of Uganda (IRCU), Nnabagereka Development Foundation (NDF), Rwenzori Forum for Peace and Justice (RFPJ) and Agency for Cooperation in Research and Development – Uganda (ACORD-U), project beneficiaries including women and Youth, leaders, entrepreneurs, non-traditional actors, networks, cultural leaders of Buganda Kingdom, Tooro Kingdom, Obusinga Bwa Rwenzururu, Obudingiya Bwa Bwamba, Banyabingi and Basongola, and local authorities in the project area.) Additionally, the evaluation team is expected to conduct field missions to geographical areas indicated above.

The evaluation will specifically assess the following aspects of the project:

**Project Concept and Design**

The evaluation will assess the project concept and design, and the relevance of indicators and targets set for the project, insofar as they have impacted on the achievement of project targets. The evaluation will review the problems addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives.

**Implementation**

The evaluation will be facilitated by Independent consultancy firm and undertaken in a highly participatory manner using appropriate appraisal techniques. Desk reviews, interview with key informants, focus group discussions with primary and secondary beneficiaries of the project are recommended for validation of results and outcome in the field.

Implementation of the project in terms of quality, timeliness of inputs, efficiency and effectiveness of activities carried out will be evaluated. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated.

While assessing a project’s results, the final evaluation will seek to determine the extent of achievement and shortcomings in reaching the project’s objectives as stated in the project document and also identify any alterations if any and whether or not those changes were approved and implemented.

**Project Outputs and Outcomes**

The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely replication of project results. This will encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation will assess the extent to which implementation of the project has been inclusive in delivering to the intended or targeted beneficiaries, as well as examining any significant unexpected outcomes.

The evaluation and its findings are expected to be evidence-based. It is recommended that a ratings matrix be used to rank objectives according to the level of attainment of expected results and outputs, as well as rating of elements of project management

# **Deliverables**

1. **Inception Report:** The Consultants will prepare an **Inception Report** to further refine the evaluation questions and detail the methodological approach, including data collection instruments, in consultation with the PBF technical team. The Inception report must be approved by both the evaluation manager and the PBF prior to commencement of data collection in the field.

**The inception report should include the following key elements:**

* Overall approach and methodology
* Key lines of inquiry & interview protocol
* Proposed sample sizes
* Data collection tools and mechanisms
* Proposed list of interviewees (key informants and respondents)
* A work plan and timelines to be agreed with relevant PBF focal points

1. **Presentation/validation of preliminary findings to relevant in-country stakeholders and PBF**
2. **Final evaluation report:**  The Consultants will prepare the final evaluation report based on PBF’s evaluation report template. Note: Findings, conclusions and recommendations are to be clearly separated in the report. No recommendation may be formulated that is not based on findings and conclusions. The first draft of the final report will be shared with an Evaluation Reference Group, composed of representatives of all direct fund recipients and the PBF (at a minimum), for their comments. The final accepted version of the report will reflect ERG’s comments. The Final Report must be approved by both the evaluation manager and the PBF.

# **TIMEFRAME:**

1. **Evaluation timeframe**

The total duration of the evaluation will be 32 days (spread over two calendar months) according to the following plan:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Duration** | **Completion Date** |
| **Inception report** | 03 days | 27th August 2021 |
| **Field Data collection and analysis** | 16 days | 20th September 2021 |
| **Draft Evaluation Report** | 10 days | 6th October 2021 |
| **Validation** | 01 day | 8th October 2021 |
| **Final Report** | 02 days | 12th October 2021 |

1. **Evaluation deliverables**

The evaluation team is expected to deliver the following:

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable** | **Content** | **Timing** | **Responsibilities** |
| **Inception Report** | Evaluator provides clarifications on timing and method | No later than 1 week before the evaluation mission. | Evaluator submits to UNDP CO |
| **Presentation** | Initial Findings | End of evaluation mission | To project management, UNDP CO |
| **Draft Final Report** | Full report | Within 2 weeks of the evaluation mission | Sent to CO, reviewed by RUNOs, PDA, PBSO |
| **Final Report\*** | Revised report | Within 1 week of receiving UNDP comments on draft | Sent to CO for uploading to PBSO |

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

1. **Management and Coordination**

The lead consultant will work closely with the PBF Project Manager with overall reporting to the Team leader PSSR during the evaluation exercise. The Manager will be responsible for contract issues. Details of fees and other payments for the consultancy will be elaborated in the contract. The consultants will also work with the partners; Inter-Religious Council of Uganda (IRCU), Nnabagereka Development Foundation (NDF), Rwenzori Forum for Peace and Justice (RFPJ) and Agency for Cooperation in Research and Development – Uganda (ACORD-U) to identify beneficiaries, Youth (male and Female) and other stakeholders who will be targeted to participate in the evaluation exercise.

1. **Qualification of the consultants**

The consulting firm shall provide a duo team comprised of a Lead senior consultant and a junior consultant. Each of the two consultants should have a minimum of master’s degree in Social Sciences or related field with a bias or experience in evaluating peace building, human rights, skilling, youth projects. Strong gender analysis and livelihood issues is desirable for atleast the Lead consultant. The lead consultant should have at least 10 years of experience in doing similar evaluations to ensure strong quality of methodology and analysis, while the junior consultant should have a minimum of 5 years experience in doing evaluation, strong data collection and analysis on youth as an added advantage. The Duo must have good analytical, and communication skills. Documented experience in conducting participatory qualitative assessments and action research in human rights and peace building related field. Demonstrate knowledge of and ability to use participatory tools to explore qualitative and quantitative issues at the community level. Excellent report writing and presentation skills.

CVs of the Duo including information about previous experience in similar projects / assignments with the respective links to the examples of desk studies, focus group studies, analytical reports and similar evaluations should be part of the documentation shared with UNDP.

1. **Payment**

The payment will be in three installments as follows.

A lump sum payment, in three tranches, shall be made upon successful completion and certification of work done as indicated in this Terms of Reference. The first payment of 30% of the contract sum shall be after approval of the evaluation proposal and upon signing of the contract. The second payment will be 40% after submission of the draft report. Final payment of 30% will be after approval of the final report by UNDP.

1. **Application procedure**

**Evaluation Method and Criteria**

**Cumulative analysis**

* The award of the contract shall be made to the Consultant whose offer has been evaluated and determined as:
  + Responsive/compliant/acceptable, and;
  + Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:
    - Technical criteria weight; - 70%.
    - Financial criteria weight; - 30%.

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

**Technical Criteria – Maximum 70 points**

**Criteria**

* Relevant degree: 10
* A minimum of 5 years’ relevant work experience: 15
* Relevant experience in the evaluation of technical assistance projects: 30
* Familiarity with integrated/multi-sectoral development in the field of peace, conflict and development in Uganda: 15

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

|  |
| --- |
| Interested individual consultants must submit the following documents/information to demonstrate their qualifications **in one single PDF document:**   1. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP (Annex II). 2. **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. 3. **Technical proposal:**    1. Brief description of why the individual considers him/herself as the most suitable for the assignment    2. A methodology, on how they will approach and complete the assignment. *[If applicable. A methodology is recommended for intellectual services, but may be omitted for support services]* 4. **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II) |

ANNEXES *(to be downloaded from UNDP Uganda Website, procurement notices section:* [*www.undp.or.ug*](http://www.undp.or.ug)*):*

* ANNEX I- Individual Contractor General Terms and Conditions
* ANNEX II –Offers’ Letter to UNDP Confirming Interest and Availability for the Individual Contractor Assignment

This TOR is approved by: [*indicate name of Approving Manager*, *only for internal purposes.]*

Signature

Name and Designation

Date of Signing