terms of reference

Evaluation

2019 -2022 south sudan uncf

united nATIONS COUNTRY TEAM

SOUTH SUDAN

22 jUNE 2021

**1. INTRODUCTION**

The currentUnited Nations Cooperation Framework (UNCF) for South Sudan comes to an end in December 2022. Consistent with United Nations Sustainable Development Group (UNSDG) UNCF guidelines, the UNCT is required to undertake an independent evaluation of the UNCF during the penultimate year of the UNCF, (2021) to assess the relevance, coherence, effectiveness, efficiency and sustainability of the UN’s programmes on recovery, and long-term development in South Sudan by reviewing the contributions made under the UNCF towards addressing national priorities and achieving results in line with agenda 2030, and humanitarian commitments. South Sudan’s UNCF evaluation is taking place at a critical moment. This year’s General Assembly (GA) and United Nations Economic and Social Council (ECOSOC) will take critical stock of the implementation progress on the GA resolution 72/279 approved unanimously on 31 May 2018 with the aim to improve the coherence, effectiveness and the efficiency of the UN to support the achievement of Agenda 2030.

The rationale for the evaluation is to improve accountability for results and provide learning in terms of what has worked, what has not, and why. This is crucial given the broad-based scope and significant resources involved in UNCF. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNCF programme cycle and for improving UNCF coordination at the country level. Also, the evaluation will examine the extent to which UNCF implementation successfully included mainstreaming of the Gender, Human Rights Based Approach, and International Humanitarian Principles (IHPs). Importantly, the evaluation will also assess UNCT progress on Business Operations Strategy (BoS) and joint communications efforts as well progress on the implementation of the ‘New Way of Working’ with a focus on the agreed joint collective outcomes between UNCT and HCT on GBV and food security.

The evaluation will be informed by data and analysis from the 2019 & 2020 UNCF annual reviews and agency reviews, assessments and evaluations; complemented by field visits to particularly capture human interest stories. Thus, the evaluation will be evidence-based, and recommendations might be used for resource leveraging and partnerships. The primary users of the evaluation report are the UNCT, including non-resident UN agencies, key government counterparts, civil society and respective executive boards. In addition, bilateral and multilateral donors and the broader development partners are also seen as important audience of the evaluation.

**2. COUNTRY CONTEXT AND UNCF HIGHLIGHTS**

South Sudan remains in a serious humanitarian crisis due to the cumulative effects of years of conflict which has destroyed people’s livelihoods. Extreme levels of acute food insecurity persist across the country and about half of the population is facing crisis-level food insecurity. The country was ranked 185 out of 189 according to the 2020 Human Development Report. Lack of rule of law, weak institutions, slow economic growth and dire humanitarian conditions are some of the contributing factors to the current human development ranking.

In 2020, the fragile cease fire, two consecutive years of devastating floods, invasion of desert locusts, increased refugees, and displaced persons, coupled with the COVID-19 pandemic further compounded the already complex environment leaving some 7.5 million (68%) people in need of humanitarian assistance. New and secondary displacements related to localized and sub-national conflicts and floods affected over 800,000 and some 360,000 refugees have returned to South Sudan since 2017.

The timetable for the implementation of the peace agreement and review of the national development plans are both delayed. South Sudan’s economy was projected to grow in 2020 very considerably (above 10%) on the back of the peace process (new government, etc.), but estimates for last year point at an economic contraction of about 4-5% due to the COVID-19 pandemic, devastating floods, etc. The main reason for the large impact of COVID-19 is that oil comprise of about 95% of the country’s exports, and with the dip in global demand its price plummeted to about USD 40 per barrel. This led to a huge shortfall of government revenue and public finances, affecting public civil servants’ salaries, etc. For instance, civil servants’ arrears are estimated at about 5 months which is a factor of instability and stimulates corruption.

SDGs progress are difficult to track due to prolonged years of conflict that has left the country with limited data for planning and reporting. The UN and partners are providing support to build capacity in the national bureau of statistics to establish a national framework to coordinate monitoring and reporting of SDGs.

The current United Nations Cooperation Framework (UNCF) was developed through extensive consultation with government and key stakeholders. The UNCF was co-signed by the United Nations Country Team (UNCT) and the government of the Republic of South Sudan in December 2018, for a three- year period (January 2019 to December 2021). The UNCF is aligned to the UNCF guidelines, and the Agenda 2030 with a focus on achieving substantive results in building peace and resilience towards sustainable development. It corresponds to the transitional period of the Revitalised Peace Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), and the National Development Strategy (NDS), launched in 2018 for the period FY 2018/2019 to FY 2020/2021.

The UNCF’s theory of change is underpinned by the change that need to happen [the challenges], the means to achieve the change [ the approach] and the desired outcome in South Sudan. It was premised on four inter-linked challenges that impede sustainable development in the country: deepened social and political fragmentation and gender inequality; economic crisis and lack of services; persistent conflict and fragility; and recurrent shocks and stresses. Based on these challenges, the UNCT elected to pursue a broad-based strategic approach to build resilience and support capacity building of national and local institutions as and where the security and political situation allowed. The objective was to enable strategic, outcome oriented and coherent UNCT support in four priority areas: i) building peace and strengthening governance; ii) improving food security and recovering local economies; iii) strengthening social services and empowering local economies; and iv) empowering women and youth. The UNCF uses the results-based management approach (RBM) and has four outcomes and related outputs -one outcome for each priority area: Outcome 1-the South Sudanese population, particularly the most vulnerable groups, benefit from strengthened peace infrastructures and accountable governance at the national, state and local levels; Outcome 2- local economies are recovered, and conditions and coping strategies are improved for vulnerable communities to end severe food insecurity; Outcome 3-most vulnerable populations including women and children increasingly use improved basic healthcare, nutrition, education and WASH services in South Sudan; and outcome 4- participation and leadership in decision-making, and protection against gender-based violence for women and youth, enhanced education and WASH services in South Sudan. The UNCF Result Framework matrix and the Monitoring & Evaluation plan elaborate concrete and measurable products to be delivered by the UN system in South Sudan. In terms of monitoring the implementation of UNCF, the UNCT has conducted two midyear and end of year reviews- 2019 and 2020. The UNCT works closely with the government (through Ministry of Finance and Economic planning and sectoral ministries), donors and NGOs on UNCF implementation. It is implemented through the agency Country Programme Documents, Bilateral Agreements and nine Flagship Joint Programmes valued at USD 366 Million. Examples of the Flagship Joint Programmes are Fighting Gender-Based Violence (GBV), Governance and Access to Justice, Food Security and Area-Based Economic Recovery from 2019 to 2020. The Flagship Joint Programmes also serve as a basis for Annual Dialogue between the Government of South Sudan and the UNCT. Relatedly, the UNCT and Humanitarian Country Team (HCT) agreed on two collective outcomes on food security and GBV to drive the NEXUS concept.

In 2019, the UNCF overall funding and delivery stood at USD 213 million against a target of USD 272 million; while in 2020, UNCT’s overall development funding delivery stood at USD 202 million against a budget of US$332 million representing a 61% funding delivery. In 2021, the UNCF budget stands at USD 456 million; of which about USD 255 million is funded. Contributing UNCT members to UNCF implementation include FAO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNMAS, UN WOMEN, UNOPS, WFP, UN-HABITAT & WHO. UNMISS contributes to UNCF priority area of building peace and strengthening governance as part of the Mission’s mandate. OCHA coordinates the humanitarian response through the Humanitarian Response Plan. As of 2021, IFAD and ILO have re-engaged in South Sudan while UNEP continues its engagement with the government of South Sudan.

In view of delays in the finalization of the National Development Strategy review process and implementation of the R-ARCSS, the UNCT extended the UNCF by one year (ending December 2022) to ensure alignment with the revised national development priorities. Notably, the delay in the full formation of the R-TGoNU has impacted on implementation of UNCT’s planned support towards the peace process particularly support for institutional capacity building and policy reforms. Relatedly, the several shocks – flooding, invasion of desert locusts, and now the COVID-19 pandemic has affected the recovery and resilience process in the country. COVID-19 particularly has affected modalities of doing business—curtailing movements, disrupting supply chains, and in some instances to shifting of priorities and resources and cancellation of planned activities. Nevertheless, the UNCT has developed a Socio-Economic Response Plan (SERP) for Covid-19 to better respond to the socio-economic impacts of COVID-19.

**3. OBJECTIVES AND SCOPE OF THE EVALUATION**

## **Purpose**

The overall purpose of the evaluation is to:

1. Support greater learning about what works, what does not and why in the context of a UNCF. The evaluation will provide important information and platform for engaging stakeholder to provide inputs and feedback on UNCF implementation for strengthening future programming and results at the country level, specifically informing the planning and decision-making for the next UNCF programme cycle and for improving United Nations coordination at the country level. The UNCT, host government and other UNCF stakeholders can learn from the process of documenting good practices and lessons learned which can then be shared with the UN Development Coordination Office (UNDCO) and used for the benefit of other countries.
2. Support greater accountability of the UNCT to UNCF stakeholders. By objectively verifying results achieved within the framework of the UNCF and assessing the effectiveness and efficiency of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNCF process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

## **Objectives**

The objectives of the evaluation are to:

1. Assess the contribution made by the UNCT in the framework of the UNCF to national development results through making judgements using evaluation criteria based on evidence (accountability).
2. Identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).
3. Reach conclusions concerning the UN’s contribution across the scope being examined.
4. Provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving the UNCT's contribution, especially for incorporation into the planned new UNCF 2023 and beyond. These recommendations should be logically linked to the conclusions and draw upon lessons identified through the evaluation. The scope of the evaluation will include examining UNCF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development).
5. Assess progress on collaboration/linkages between programmes (UNCF) and operations (BOS) as well as progress on operationalization of the peace-humanitarian-development nexus with a focus on the agreed collective outcomes between UNCT and HCT.

## **Scope**

## The evaluation will cover UNCF strategy and activities (including cross-cutting results) for the period January 2019- June 2021 with a focus on the four UNCF priority areas i) building peace and strengthening governance; ii) improving food security and recovering local economies; iii) strengthening social services and empowering local economies; and iv) empowering women and youth; and the UNCF joint flagship programmes. The evaluation will also integrate cross-cutting issues, including gender equality and human rights, and environmental sustainability issues; with a cut-off date for programmatic and financial data at the end of June 2021. Programmatic and financial data for January -July 2021 will be based on progress reports from AFPs as full UNCF outcome and output reporting is done at the end of each year. The main unit of analysis is the UNCF, understood as the set of strategic outcomes, outputs, and activities implemented throughout the country (national and state level) as approved by UNCT, with the workplan updated annually. The level and involvement of different stakeholders in the evaluation process will be informed by UNCF stakeholder mapping. The primary audience and users of the evaluation findings are communities and programme beneficiaries, national and state level governments, donors and implementing partners and the wider development partners including CSOs, academia, etc. The findings from the evaluation will inform and integrate lessons learnt into future UNCT programming and UNSDCF, as well as engagement with government and development partners on recovery and development in the country.

**4. EVALUATION CRITERIA AND EVALUATION QUESTIONS**

This is an independent evaluation that will be premised on the UNCF theory of change and UNCT progress on integrating gender equality and human rights, and environmental sustainability issues in their programming. It will be conducted based on United Nations Development Group (UNDG) and United Nations Evaluation Group (UNEG) Norms and Standards and Evaluation and Ethical standards, as well as Organization for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluation principles based on the four evaluation criteria, namely; relevance, effectiveness, efficiency, and sustainability. The evaluation will also consider coordination mechanisms in order to elucidate on the one UN spirit and the multiagency nature of the UNCF. Additionally, considering South Sudan remains in a serious humanitarian crisis with more and more humanitarian assistance required from UN entities, and the UNCT and HCT have agreed on two collective outcomes on GBV and food security to operatize the nexus approach, three additional evaluation criteria related to coherence coverage and connectedness will also be considered under relevance.

## **Evaluation Criteria**

The key criteria for assessment are:

Relevance including coherence, coverage and connectedness– defined as the responsiveness, adaptability and flexibility of the UNCF to emerging issues and changing environment and its implementation mechanisms, to the needs and capabilities of the intended beneficiaries (including vulnerable populations and communities, and national institutions). This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort. It should also explore the extent to which there is no overlap in geographic locations reached, and beneficiaries targeted between the UNCT and HCT

1. Effectiveness – the extent to which UNCF results are being achieved or have been achieved including the extent to which the UNCT and HCT have been able to apply a resilience approach linking prevention, preparedness, response and early recovery with national capacity building.
2. Efficiency – the return on investment of human and financial resources in terms of delivering the development results, including whether the UNCF and its coordination structures reduced transaction costs and increased efficiency.
3. Sustainability – the extent to which results achieved can be sustained over time.

## **Evaluation Questions**

The following are initial suggested evaluation questions along the above identified evaluation criteria. The final evaluation questions and the evaluation matrix will be finalized by the evaluation team at the design and inception phase.

**Relevance (including coherence, coverage and connectedness)**

**EQ1:** Has the UN system supported achievement of national development goals and targets, in alignment to relevant national plans, strategies and frameworks?

**EQ2:** Has the UN system interventions remained relevant to the needs and priorities of the country and people and responsive to emerging and unforeseen needs of the country and the people, especially the most vulnerable groups and those farthest behind?”

**EQ3:** To what extent did the UNCT and HCT apply a Resilience and Nexus approach in their programing-- linking prevention, preparedness response and early recovery with national capacity building; and to what extent have they made progress on the implementation of the two collective outcomes?[[1]](#footnote-1)

**Effectiveness**

**EQ4:** What progress has been made towards the realization of UNCF outcomes as a contribution to the national recovery and development process and in terms of indicators as reflected in the UNCF framework?

1. Which are the main factors that contributed positively or negatively to the progresses towards the UNCF outcomes and National Development Strategy Goals and development process?

**EQ5**: To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and actors?

**EQ6:** To what extent did the UNCF succeed in strengthening national capacities for resilience and recovery, building partnerships, the realization of human rights and promoting gender equity and equality?

**EQ7:** To what extent did the UNCF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?

**Efficiency**

**EQ8:** To what extent and in what way has the UNCF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced?

**EQ9:** To what extent have the organizations harmonized procedures in order to reduce transaction cost and to enhance results?

**Sustainability**

**EQ10:** What factors within the control of the UNCT and those beyond the control of the UNCT have contributed or hindered progress?

**EQ11:** To what extent did the UNCF respond to challenges of national capacity development and did it promote national ownership of the development process and institution-building and institution- strengthening in government, civil society and NGOs?

**EQ12:** Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of donor and government intervention in the country?

**5. METHODOLOGY, APPROACH AND ASSESSMENT**

**Evaluation Approach:**

The evaluation will take a theory-based approach consistent with United Nations Evaluation Group (UNEG) Norms and Standards and Ethical guidance, human rights and gender equality in evaluation (2011) to determine how the UNCT has collectively contributed to any observed or documented results in building peace and strengthening governance, improving food security and recovering local economies, strengthening social services, and empowering women and youth in South Sudan. The evaluators will reconstruct and critically assess logic model of how UNCF collective interventions or contributions have resulted in expected results. This will be done in participatory manner that will ensure proper validation of the planned results including discussions and validations with beneficiaries and key locations. The evaluators will be expected to develop a detailed evaluation matrix to show how evaluation questions above will be answered.

**Participation and inclusion:**

The evaluation will be participatory and consultative involving UNCF stakeholders and national partners. It will also be inclusive, with meaningful engagement of relevant national partners and consistent with

UNEG norms, standards, ethical guidance, human rights and gender equality in evaluation (2011).The evaluation team will carry out a stakeholder mapping in order to identify the direct and indirect partners of the UNCF, specifically targeting United Nations organizations, implementing partners and representatives of the Government of South Sudan. Stakeholder’s and beneficiaries mapping will include civil society organizations, the private sector, other multilateral and bilateral cooperation organizations and, above all, the beneficiaries of the UNCF. A matrix of stakeholders with their respective interests and roles in the UNCF will be developed and included in the Inception Report. Briefing and debriefing sessions with UN and government officials, as well as with development partners and implementing partners will be organized. Key amongst them is the Ministry of Finance and Economic Planning.

**Contribution analysis (based on the "theory of change"):**

The evaluation will be conducted based on a theoretical approach, which means that the evaluation methodology will be based on a careful analysis of the expected results, activities and contextual factors (which may affect the implementation of the UNCF interventions) and their potential to achieve the desired effects. The analysis of the UNCF’s theory of change and the reconstruction of its intervention logic, if necessary, will therefore play a central role in the design of the evaluation, in the analysis of the data collected throughout the evaluation, in communicating results and in developing relevant and practical conclusions and recommendations. Evaluators will base their evaluation on the analysis and interpretation of the logical consistency of the results chain: linking activities and outputs to changes at a higher level of outcomes, based on observations and data collected during the process along the result chain. This analysis should serve as a basis for the judgment of the evaluators on the contribution of the current UNCF to the achievement of the outcome level results as targeted by the UNCF.

**Evaluation methodology:**

The methodology will involve a mixed approach including desk review, case study, story-based approaches, perception survey or other methods as deemed suitable by the evaluation team. to give the reader a hint of what is to come in the data collection section. The evaluation will draw from Agency-specific evaluations/studies/researches and joint analysis. It will also draw from the 2019 & 2020 mid-year and annual reviews and progress reports and lessons learnt. It will focus on successful interventions which have the potential for scale-up/replication; lessons learnt and key constraints/challenges for mitigation in next cycle (including internal reasons for sub-optimal delivery); options for improvements in UNCT governance/coordination mechanisms. Where possible, human interest stories from the field showing transformation will be captured. The evaluation team will develop the evaluation methodology in accordance with the evaluation approach and design tools to collect appropriate data and information as strong, evidence-based answers to answer the overall evaluation questions. The methodological design will include: an analytical framework; a strategy for data collection and analysis; specially designed tools; an evaluation matrix; and a detailed work plan.

**Data collection:**

The evaluators will conduct a desk review of the key strategies and documents underpinning the work of UN in South Sudan. This includes reviewing the UNCF, Common Country Assessment (CCA), country programme documents for UN agencies, joint programme documents, annual UNCF review reports, UNCT Retreat reports (including by UN working groups); UN Communication Group plans and reports, etc . The evaluators are expected to review GoSS planning documents (GoSS Vision and Strategy Documents, policy documents, etc), and review and analyze secondary data sources produced by the GoSS. Evaluators may review any other documents deemed necessary to understand the programming context.

Following the desk review, the evaluators will build on the documented evidence through agreed set of field and interview methodologies, including:

1. Interviews with key partners and stakeholders.
2. Focus Group Discussions with beneficiaries and field visits to project sites and partner institutions.
3. Perception survey and household survey questionnaires where appropriate.
4. Participatory observation, focus groups, and rapid appraisal techniques.
5. Case studies/success stories.

All data collection methods should be gender sensitive and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity. As relevant, data disaggregated by gender, ethnicity, age, disability language, national or social origin is needed to capture intersectionality or how multiple types of inequality and discrimination reinforce exclusion.

**Evaluation Matrix:** The evaluation team with technical oversight from the Evaluation Steering Committee will develop an evaluation matrix template to systematically structure and consolidate the data collected for each of the evaluation questions. This matrix will allow them, among other things, to identify the missing data and thus fill these gaps before the end of the collection. This matrix will also help to ensure the validity of the data collected.

**Finalization of the evaluation questions and assumptions:**

The finalization of the evaluation questions that will guide the evaluation should clearly reflect the evaluation criteria as well as the indicative evaluation questions listed in this Terms of Reference. They should also take advantage of the results of the reconstruction of the intervention logic of the cooperation framework. The evaluation questions will be included in the developed evaluation matrix and should be supplemented by sets of hypotheses that capture the key aspects of the intervention logic associated with the scope of the question. Data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators, as will be suggested in the matrix.

## **Ethical Considerations:**

## The evaluation must conform to the United Nations Evaluation Group ([UNEG) ethical standards and norms.](http://www.unevaluation.org/document/detail/102) Accordingly, the evaluators are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities. The Evaluation Team will not have been involved in the design, implementation or monitoring of the South Sudan UNCF, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](http://www.unevaluation.org/document/detail/2866) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](http://www.uneval.org/document/detail/1616). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

**6. EVALUATION PROCESSES**

The planned evaluation will follow the below processes.

1. [***Preparatory Phase***](#_Toc38364464)***:***

* development of the evaluation roadmap linked to the roadmap for the development of the next UNSDCF.
* constitution of the evaluation steering committee.
* development of the ToR.
* publication of ToR for recruitment.
* identification and recruitment of the evaluation team.

b) Design phase:

* desk review and preparation of inception report and evaluation design.
* mapping of UNCF stakeholders.
* assessment of the UNCF theory of change.
* development of the evaluation methodology and evaluation questions and evaluation matrix.
* field planning including stakeholders to be interviewed and locations to visit.

c) [***Field Phase***](#_Toc38364466)***:***

data collection in the field and through interviews.

validation of information with stakeholders.

d) [***Reporting Phase***](#_Toc38364467)***:***

* data management, analysis and report writing.
* report validation.
* submission of draft report for evaluation quality assessment (EQA).
* Evaluators address feedback from evaluation steering committee; possibly in a learning workshop to ensure effective feedback on the recommendations.
* Final draft report shared with M&E WG, PMT and UNCT.

e) [**Management response; Dissemination and use Phase**](#_Toc38364468)**:**

* RCO and UNCT develop the management response on evaluation findings.
* Final evaluation report produced by evaluators.
* Evaluation report disseminated/shared with stakeholders.
* Evaluation report published on UNCT website and shared with UN DCO for posting on the UNDG website.

**7. EXPECTED DELIVERABLES**

The following are the expected deliverables to be prepared by the evaluation team in English.

1. Inception Report with Evaluation matrix, data collection tools and work plan.
2. Facilitation of inception workshop (including preparation of inception materials such as PowerPoint slides).
3. Draft report for review including post data collection debriefing and final report validation workshop.
4. Final Evaluation report meeting stakeholder expectations and UNEG norms and standards; and PowerPoint slides. At minimum, it must include:
   * Executive summary (not more than 5 pages),
   * Background and introduction
   * The evaluation methodology,
   * Findings,
   * Lessons learned and conclusions; and
   * Recommendations
   * Annexes
5. Dissemination materials – Slide Deck, evaluation summary brief, etc.

**8. WORKPLAN AND INDICATIVE TIME SCHEDULE OF DELIVREABLES**

The evaluation is expected to be carried out from June 2021 for 60 non-consecutive days depending on the final work plan agreed by the Resident Coordinator Office (RCO), Evaluation Steering Committee and UN Monitoring and Evaluation (M&E) Working Group. The exact timeline will be confirmed with the evaluation team at the design/Inception Report stage depending on the methodology proposed.

| **S/N** | **Evaluation Phase** | **Activities** | **# of Days** |
| --- | --- | --- | --- |
| 1 | Inception phase | * Review of key documents * Development of evaluation matrix, evaluation questions, evaluation tools. * Draft inception report - approved tools and techniques, data analysis method, procedures and schedule, evaluation matrix and key indicators. * Inception meeting to present draft inception report. * Approval of the inception report by Evaluation Steering Committee. | 15 days |
| 2 | Fieldwork/data collection Phase | * Data collection   + Field visits to project sites   + Interviews with beneficiaries   + Key informant interviews   + Group discussions * Post-data collection debrief meeting | 30 days |
| 3 | Reporting and validation phase | * Data analysis and drafting and submission of draft report for review. * Stakeholders validation workshop and feedback on evaluation report. * Submission of final report after incorporating feedback on the draft report | 15 Days |
|  | Total number of days | | 60 Days |

**9. MANAGEMENT OF EVALUATION**

The evaluation will be overseen by an Evaluation Steering Committee. The committee will be chaired by Hyun Hee Ban (Chief, Social Policy Planning Monitoring and Evaluation, UNICEF) who is also the co-chair of the UN M&E WG in South Sudan. Hyun will also be the Evaluation Manager (focal point) for this evaluation. Other members of the Steering Committee will include representatives from UNDP, WFP, UNFPA, UNESCO, FAO, UNAIDS and OCHA, and two government representatives from Ministry of Finance and Planning and National Bureau of Statistics as well as other key stakeholder groups as relevant (e.g. academia institutions. Technical support and back-stopping will be provided by the UN Resident Coordinator Office and UN M&E WG. Quality assurance and technical advice may be provided by UN DCO evaluation experts.

**Quality assurance:** Quality assurance in line with UNEG evaluation quality assurance norms and standards will be ensured through reviews by the relevant UNCT structures (Evaluation Steering Committee, UN M&E WG, PMT) and stakeholder validation workshops before UNCT approval and publishing of the evaluation report. This quality assurance will not interfere with the views or independence of the evaluation team but will ensure that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

**Composition of the evaluation team:** The evaluation team is expected to be a multi-disciplinary team with broad experience in evaluation, development and strategic planning, and facilitation skills. At a minimum, each of **the priority areas--- building peace and strengthening governance; food security and recovering local economies; strengthening social services; and empowering women and youth-- should be covered by one evaluator with expertise in the priority area.** The team should have at least one international/external evaluator (team leader) who will also lead on one of the priority areas and 3 other evaluators and one national evaluator. The evaluation team should ensure gender balance as much as possible. The evaluation team members should not be involved in the current CF nor anticipated to be involved in the next cycle.

Required Qualifications of the evaluators for the four UNCF priority areas including the International Consultant (Team Leader)

* + Minimum- Master’s degree in Economics, Public Administration, Regional development/planning, agriculture, peacebuilding and conflict resolution or any other social sciences related to economic management and pro-poor development or any of the UNCF priority areas.
  + Vast experience in conducting UNCF evaluations or evaluation of Country Programmes/Strategies for UN agencies.
  + Strong working knowledge of UN and its mandate.
  + Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches; and experience in applying theory of change or programme logic in evaluations.
  + Extensive professional experience in the area of development, including gender equality and social policies.
  + Strong reporting and communication skills; excellent communication skills with various partners including donors.
  + Knowledge on mainstreaming Gender and Human rights in projects and programmes; and,
  + Evidence of similar evaluations conducted.
  + Prior relevant experience and knowledge of South Sudan or relevant context is an added advantage.

The evaluators and **Team Leader (international)** will have overall responsibility for the quality and timely submission of the final evaluation report. The team leader will perform the following tasks:

* Lead and manage the evaluation mission.
* Design the detailed evaluation scope and methodology and approach.
* Ensure efficient division of tasks between the mission members.
* Conduct the evaluation in accordance with the proposed objective and scope of the evaluation and UNCF evaluation guidelines.
* Draft and present the Inception Report, the Draft and Final evaluation report.
* Finalize and submit the evaluation report.

Required qualification of the National Consultant

* Be a South Sudan citizen with extensive experience working in South Sudan
* Minimum- Master’s degree in social sciences
* Extensive experience in evaluation process and techniques
* Have strong communication skills
* Experience working with UN agencies will be an added advantage
* Have excellent reading and writing skills in English
* Have strong understanding of the development and humanitarian context in South Sudan

The **National Consultant** will, support the international consultant and perform the following tasks:

* Review documents.
* Participate in the design of the evaluation methodology.
* Conduct the evaluation in accordance with the proposed objectives and scope of the evaluation.
* Draft related parts of the evaluation report as agreed with the team leader.
* Assist the Team Leader in finalizing the draft and final evaluation report.

1. **Evaluation budget and payments**

Initial funding for the evaluation is from DCO’s allocation from the Special Purpose Trust Fund (SPTF) to South Sudan in 2021 for UNCF evaluation; however, if additional funding is required, it will be covered by UNCT through its annual cost-shared budget.

| **S/N** | **Evaluation Phase** | **Deliverables** | **# of Days** | | **% of payment** | |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Inception phase | * Inception report * Evaluation tools/questions and evaluation matrix * Stakeholder mapping | 15 days | | 25% | |  |
| 2 | Fieldwork/data collection Phase and | * Post-data collection debrief meeting * Draft evaluation report | 30 days | | 50% | |  |
| 3 | Reporting and validation phase | * Validation workshop * Final evaluation report | 15 Days | | 25% | |  |
|  | Total number of days | | | 60 Days | | 100% |  |

**11. BIBLIOGRAPHY**

Below is initial list of documents that the evaluation team can consult. A full list of documents will be availed at the time of the evaluation.

* + 2019- 2021 South Sudan UNCF
  + 2019-2020 UNCF Core Contribution (Flagship Initiatives)
  + COvid-19 Social Economic Response Plan
  + 2018-2021 South Sudan National Development Strategy
  + 2019 UNCF annual report
  + 2020 UNCF annual report
  + 2019 & 2020 Mid-year UNCF reviews
  + South Sudan Inaugural SDG report
  + 2021 South Sudan Peace and conflict analysis
  + UNCT Retreat reports (including by UN working groups);
  + UN Communication Group plans and report

1. Explores both relevance and effectiveness [↑](#footnote-ref-1)