# SUMMARY

<table>
<thead>
<tr>
<th>Title</th>
<th>Mid Term Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Title</td>
<td>“Enhancing Human Security through Developing local capacity for holistic Community Based Conflict Prevention in Northern Ghana”</td>
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<tr>
<td>Level</td>
<td>External Consultancy</td>
</tr>
<tr>
<td>Location</td>
<td>Accra with substantial travel to project sites (Tamale, Yendi, Wa and Bawku)</td>
</tr>
<tr>
<td>Duration</td>
<td>43 days</td>
</tr>
<tr>
<td>Start Date</td>
<td>January 9th 2012</td>
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<td>End Date</td>
<td>March 9th 2012</td>
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<tr>
<td>Closing Date for Proposals</td>
<td>20 December, 2011</td>
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<td>Reporting to</td>
<td>Human Security Field Co-ordinator</td>
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## INTRODUCTION
In line with the arrangements for the implementation of the United Nations Joint Human Security Programme (UN-JHSP), Mid Term and End of Programme evaluations shall be carried out by external consultants to review programme performance, assess achievement of expected outcomes and impacts in the light of programme objectives. Among other things, all evaluations shall highlight the programme results, the challenges encountered, key lessons learned as well as recommendations for improving upon programme performance.

This Terms of Reference (TOR) describes the conditions and responsibilities of consultants to be contracted by the United Nations Joint Human Security Programme (UN-JHSP) to provide technical assistance to the Government of Ghana and the UN Country Team (UNCT) to conduct a Mid Term Evaluation of its Joint Human Security Programme in the three northern regions of Ghana.

II. BACKGROUND

The Joint GoG/United Nations Human Security Programme entitled “Enhancing Human Security through Developing Local Capacity for Holistic Community-Based Conflict Prevention in Northern Ghana” is a joint initiative of the Government of Ghana and six UN Agencies: United Nations Development Programme (UNDP) lead, United Nations Children’s Fund (UNICEF), World Food Programme (WFP), Food and Agriculture Organization (FAO), United Nations Industrial Development Organization (UNIDO) and the United Nations University (UNU). The programme seeks to address a number of human security challenges facing Ghana’s three northern regions, considered the most deprived areas in the country.

The Programme is a three-year collaboration between the Government of Ghana (GoG) and the United Nations system in Ghana. The programme is built on the strengths of a UN inter-agency collaboration and based on the philosophy of the UN delivering as one (DaO). It is funded by the Japanese Government through the UN Trust Fund for Human Security (UNTFHS). The total estimated cost is US$ 2,969,575.28.

While Ghana is generally regarded as an oasis of stability in a volatile West African sub region and is making progress in its socio-economic development, the country no doubt faces a number of human security challenges, especially in the three regions1 of the north, which if not addressed could undermine the peace and security of the nation and erode the human development gains chalked so far. The programme addresses underlying threats to human security through creating an enabling environment and empowering local institutions, communities and individuals to manage and prevent conflict in 19 most conflict prone/sensitive communities2 in four programme sites3 in Ghana’s three regions of the north as a means to ensuring sustainable human security in the area.

The programme adopts a multi-sectoral integrated strategy and approach to programme implementation while integrating and or utilizing the diverse expertise and experiences of the six UN agencies as follows: UNDP and UNICEF combine their expertise in local capacity development in governance, peace building, conflict resolution mechanisms and sustainable livelihoods, UNICEF also complements the WFP to ensure health, food and nutritional security especially for women and children, UNIDO extends its experience in small enterprise and business skills development, FAO promotes agricultural productivity and food security while the UNU advocates the human security concept at all levels. UNDP serves as lead agency under a “parallel funding” modality. The total budget is $ 2,969,575.28. Each agency has individual memorandum of understanding (MOU) with the UNTFHS since 2009.

III. PROGRAMME GOAL:

The goal of the programme is: To create an enabling environment and develop the capacity of local institutions, communities and individuals in the three northern regions of Ghana to enhance conflict prevention through integrated and people-centred approaches for sustainable human security.

1 Northern, Upper East and West regions
2 See Appendix 1 attached for full list of programme communities
3 Tamale, Yendi, Bawku and Wa
In order to achieve this goal, the UNCT addresses the following specific objectives through a multi-sectoral and an integrated approach based on the comparative advantages of each participating UN agency.

IV. PROGRAMME OBJECTIVES AND EXPECTED OUTPUTS

The specific objectives of the programme and the responsible UN agency are presented below.

Objective 1: Capacity of local Governance and civic institutions for democratic governance, integrating conflict sensitive approaches, developed by 2011. [UNDP, UNICEF]

Output 1.1.1: Capacity of three local government institutions (45 government officials in total) enhanced for effective and accountable leadership and development management.

Output 1.1.2: Conflict Prevention mainstreamed in local level development planning

Output 1.2.1: Capacity of 60 community volunteers, 15 CBOs and community members in public engagement, programme management, technical skills, teamwork/institutional function, leadership, resource mobilization, and negotiation increased.

Output 1.2.2: Capacity of women and youth groups to participate in local governance increased

Output 1.2.3: Capacity of 35 chiefs and traditional leaders in local governance increased

Output 1.2.4: Role of Media in peace and development reporting enhanced

Objective 2: Capacity of security institutions and community members in human rights and rule of law issues enhanced, and mechanisms for the prevention, management and resolution of conflicts and armed violence institutionalized at the local level by 2011 [UNDP]

Output 2.1.1: 15 institutions and 3 community councilor’s and facilitators in each site trained in human rights awareness

Output 2.1.2: Training in conflict management, negotiation, mediation for district and municipal security personnel and committees conducted and security initiatives strengthened

Output 2.2.1: Capacity of law enforcement agencies and traditional authorities enhanced in small arms management

Output 2.2.2: Public educated and sensitized on the dangers of small arms and use and possession (targeting all chiefs and 20 traditional warriors from each community, 40 local blacksmiths, 8 armourers and 3 licensees; general public)

Output 2.3.1: Community members trained in early warning systems and processes (15 members in community policing; 10 community volunteers in early warning; 1 District /Municipal and Community Peace Council in each sites) and early warning systems and processes established.

Output 2.3.2: Trust and confidence building among community members enhanced

Objective 3: At least 10 new business initiatives introduced productivity of entrepreneurs increased by 75% and income of targeted beneficiaries increased by 25% in the programme sites by 2011. [UNIDO, UNDP, WFP]

Output 3.1.1: 10 blacksmiths in each programme site supported to establish alternative livelihoods

Output 3.1.2: 10 arms distributors introduced to alternative livelihoods

Output 3.2.1: Baseline vulnerability status of pilot districts established

Output 3.2.2: Improved small-scale technology for agro processing adopted by 6 selected groups

Output 3.2.3: Improved market access for value-added agro products
Output 3.2.4: 6 groups supported to undertake non-agro based small industries
Output 3.2.5: Milling and fortification activities by 3 community–based women’s groups established and in function.
Output 3.2.6: Capacity of 3 Micro Finance Institutions (MFIs) to deliver sustainable financial services strengthened
Output 3.2.7: 36 groups provided with financial and business development services

Objective 4: Increased production of food crops by 40% and livestock by 30% in an efficient manner to meet the basic food security and nutritional requirements of the District’s/Municipalities’ by 2011 [FAO, WFP, UNICEF]

Output 4.1.1: 1000 farmers have access to small water irrigation by 2011
Output 4.2.1: 500 farmers provided with improved cribs in 3 targeted sites by 2011.
Output 4.3.1: Capacity of 300 animal farmers and 30 extension staff strengthened in small ruminant husbandry in the three target sites enhanced by 2011
Output 4.4.1: 300 farmers and 10 Agric Extension Agents (AEAs) trained in recommended integrated fertility management technologies (Savanna Eco-farm package; enriched manure/composts etc.) for crop production by 2011.
Output 4.5.1: 300 farmers from the selected communities provided with 3,000 seedlings of economic trees such as mango and skill training on tree crop production by 2011.
Output 4.6.1: Increased availability of healthy/nutritious food and micro nutrients through developing local food supply chains

Objective 5: Mainstreaming and advocating Human security Concept in the context of Ghana enhanced by 2011 [UNU, UNDP]

Output 5.1.1: Comprehensive Research Report that includes well documented methodology, tools and approaches that can be used in similar projects/programmes elsewhere in Africa available.
Output 5.1.2: A detailed and widely–shared programme Implementation plan, and performance measurement framework (120 participants in inception workshop and use of media)
Output 5.2.1: Well–informed groups and individuals (including policy makers, civil society organizations, advocacy groups and community leaders) on the human security concept and practice in the context of northern Ghana that can be shared with similar projects/programmes elsewhere in Africa available(120 participants in end–of– programme workshop and use of media).

V. TERMS OF REFERENCE (Scope of Work)

The consultancy is to carry out a mid- term assessment/evaluation of the Joint GoG/ UN Human Security Programme in Northern Ghana based on the detailed terms of reference below.

Evaluation Objectives:

i) Determine the extent to which the programme’s objectives as defined in the Programme document and Results and Resources Framework have been met, and assess the likelihood of achieving them upon completion of the programme.
ii) Take stock of current programme activities, challenges and opportunities and consider whether the programme is doing the right thing as opposed to whether or not the programme is doing things right.
iii) Determine the extent to which the Programme has reduced duplication among participating UN Agencies, reduced transaction costs and maximized synergies among national partners.
iv) Determine the extent to which the programme has contributed to alleviate identified human insecurities while at the same time avoiding negative externalities.
v) Assess the positive and negative externalities of the programme’s responses on the overall human security situation of the affected communities.
vi) Verify the continued relevance and pertinence of the joint human security programme as well as the related sustainability and cost effectiveness.

vii) Review and recommend changes, if needed, to the underlying theory of change that the project has been pursuing.

viii) Identify the necessary adjustments, if any, in programme design, objectives, strategies and implementation arrangements in the light of changes in the environment.

ix) Assess the quality of joint programme implementation and monitoring arrangements and how lessons learned from failures and successes of the programme can be used to further improve programme performance and for planning future joint programmes.

x) Identify areas which the funding and implementing partners and programme management should pay attention to for the remaining period of programme implementation.

xi) Review the institutional arrangement for programme implementation and recommend changes, if needed.

The mid-term evaluation is planned to coincide with the programme’s execution midpoint. The evaluation will take into consideration the programme’s continued relevance, efficiency levels and effectiveness. In addition the evaluation will provide recommendations to improve the execution and the likelihood of achieving its human security objectives. In this context the evaluation will specifically examine the following aspects:

**Changes in context and review of assumptions (relevance):** Is the programme design adequate to address the various threats to human security in the programme communities? Is the programme’s theory of change explicit, appropriate and well understood by all who are involved in implementing the project, in the context of the threats to human security? What internal and external factors have influenced the ability of beneficiary groups, Government, participating UN agencies, and other stakeholders to meet projected targets or otherwise? Does the programme remain relevant considering changes in context? Is there a need to reformulate programme design given changes in the human security and country operational situation? Does the programme alleviate identified human insecurities while at the same time avoiding negative externalities? The evaluation should cover the adequacy and quality of the management and delivery mechanisms of the joint programme as well as the establishment of partnerships and collaborative relationships developed by the programme with local communities, government, civil society, national and international entities and the effects they have had on project implementation.

**Results in terms of outputs achieved vis-a-vis projected targets (efficiency):** Has the programme reached the expected number and type of beneficiaries (i.e., individuals, communities, institutions, organizations, groups etc) within the expected timeframe? Are the program’s activities in line with the schedule of activities as defined by the programme team and annual work plans? Are the disbursements and programme expenditures in line with the expected budgetary plans? The evaluation should examine the general operational relationships between participating UN agencies and Government and how these relationships have contributed to effective implementation and achievement of programme objectives.

**Achievement of projected performance indicators and targets (effectiveness):** What has the performance been of each participating executing UN Agency by objective with respect to their projected performance indicators? Does the current performance indicate probability in achieving the projected purpose (specific objectives and outcomes)? Have there been any unintended outcomes? What are the key lessons learned, and what challenges were encountered? The consultant should provide key recommendations or considerations for improving programme performance for the remaining period of programme implementation, corrective actions for the design, implementation, monitoring and evaluation of the program, needed follow up actions to reinforce initial benefits and proposal for future directions underlining each specific objective.

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4 (18 months after project activities have commenced or when 50% of project resources have been expended).
**Preliminary assessment of outcome/impact (effectiveness):** Has the programme generated any results that could indicate that the assistance has had an impact on the target beneficiary groups? To what extent has the programme impacted on the following: economic security - incomes and livelihoods; Food security - increased access to food, improved nutritional status of pregnant women, lactating mothers and children under five in the program communities. To what extent has the programme contributed to building peace, increased social cohesion, social capital and improved interaction among opposing factions, groups and or participating groups and communities. Has there been any significant diversification in sustainable livelihoods for blacksmiths, women, and youth in the programme communities? To what extent have the programme contributed to the acquisition of employable and livelihood skills for youth, women and men in the programme communities, and how has the skills been applied to ensure human security in the programme sites. To what extent have the programme impacted on Municipal /District Assemblies’ knowledge and understanding of the Human Security Concept, and their capabilities in integrating human security into local level development planning (Medium Term Development Plans & Community Action Planning) and conflict management. To what extent has the programme impacted on personal, community, environmental and political security.

**VI. METHODOLOGY**

**Composition of Consultancy Team:** The evaluation shall be carried out by a team of external and local consultants to ensure knowledge and skills transfer as well as promote collaboration and experience sharing among external and local consultants in the field of human security. The team will be led by a seasoned international consultant and supported by an experienced national I consultant.

**International Team Leader**

The International consultant shall have responsibility for providing overall direction for the conduct of the evaluation and shall ensure the timely delivery of quality outputs by each team member, in accordance with the Terms of Reference.

Specifically, he/she will perform the following tasks:
1. Lead and manage the evaluation mission;
2. Design the detailed evaluation scope and methodology and approach;
3. Ensure efficient division of tasks between the mission members;
4. Conduct the mid-programme evaluation in accordance with the proposed objective and scope of the evaluation;
5. Draft and communicate the evaluation report;
6. Finalize the evaluation report and submit it to UNDP.

**Skills and qualifications**
- An advanced degree in law, political science, human rights, development planning, development economics, sociology, governance or other relevant fields; At least 15 years experience of working in peace-building, including 7-10 years of practical experience of conducting and leading evaluations of peace-building, reconciliation and conflict prevention and integrated projects and programmes
- Extensive knowledge of result-based management evaluation, UNDP policies, procedures, as well as participatory monitoring and evaluation methodologies and approaches;
- Experience in development and evaluating joint programmes in the field of human security
- Experience in applying SMART indicators and reconstructing or validating baseline scenarios;
- Knowledge of political, economic and social developments trends in Ghana, experience in working with the UN, as well as prior experience in developing and evaluating joint programmes in the field of human security will be an asset
- Demonstrable analytical skills and strong interviewing and drafting skills
• Excellent coordination and team working skills
• Fluency in spoken and written English

National Consultant

The national consultant is expected to perform the following tasks under the guidance of the team leader:
• Review relevant documents;
• Participate in the design of the evaluation methodology and provide inputs for evaluation report;
• Carry out desk review, fieldwork and data collection as per the inception report and Terms of reference;
• Draft related parts of the evaluation report as agreed on the division of labor with the team leader;
• Assist the Team Leader in finalizing the evaluation final report including incorporating suggestions received on drafts related to his/her assigned sections.

Required skills and experience:
• At least a master’s degree in development planning, development economics, sociology, agriculture economics or other relevant fields;
• At least seven years work experience in the areas of human security, conflict transformation and peace-building, public health, agriculture economics, development economics, integrated rural development;
• At least 5 years experience in evaluation;
• Demonstrated understanding of the social, cultural and economic conditions of Northern Ghana;
• Strong research skills;
• Good analytical ability and drafting skills;
• Excellent team working skills;

The consultant must be fluent in English and knowledge in any of the following Northern Ghanaian languages, Dagbani, Waale/Dagaare, Kusaal/Mampruli, and or Hausa is an advantage.

Evaluation schedule

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<tr>
<th>Activity</th>
<th>Place</th>
<th>Responsible party</th>
<th>Timeframe/Deadline</th>
<th>Number of days</th>
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</thead>
<tbody>
<tr>
<td>Desk review and preliminary preparations</td>
<td>Home-based</td>
<td>Evaluation Team</td>
<td>9-13 January</td>
<td>3</td>
</tr>
<tr>
<td>Desk Review, Preparation of Evaluation design, methodology and detailed work plan and Inception Report</td>
<td>Accra</td>
<td>Evaluation Team</td>
<td>16-20 January</td>
<td>5</td>
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<tr>
<td>Presentation of draft Inception Report and finalisation</td>
<td>Accra</td>
<td>Team Leader</td>
<td>19-20 January</td>
<td>0</td>
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<tr>
<td>Field visits, interviews with partners, and key stakeholders</td>
<td>North Ghana</td>
<td>Evaluation team</td>
<td>23-January to 17 February</td>
<td>20</td>
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<tr>
<td>Presentation of Key Findings and draft recommendations</td>
<td>Accra</td>
<td>Team Leader</td>
<td>20 February</td>
<td>1</td>
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<tr>
<td>Drafting and submission of draft report</td>
<td>Home-based</td>
<td>Evaluation team</td>
<td>21 February to 2 March</td>
<td>9</td>
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VII. METHODOLOGICAL ELEMENTS:

**Review of Programme Documentation.** The consultants shall review, relevant programme documentation, including background material used in project formulation, inception workshop report, approved project proposal, programme log frame, Results and Resources Framework, annual budgets and workplans, consolidated progress reports, Programme Baseline Report, Programme Steering Committee minutes as available and other technical reports and documents as relevant, programme monitoring reports, including back to office reports, Training Reports, UNDAF, Joint Programming and Programme Guidelines and policies etc.

**In County and Field Interviews:** The consultant/team shall carry out in-depth interviews with members of the Programme Implementation Team at national and field level, with key UN Agency staff, the Inter Agency Programme Group (IPG) and Human Security Focal Points as well as representatives of Government at national, regional and local level, Partner NGOs, civil society and academia partners. The Consultants shall also interview members of the Programme Steering Committee as well as local stakeholders, Municipal and District Assembly staff, traditional authorities and community representatives as well as programme beneficiaries to obtain first hand information on the delivery of programme interventions, programme design and the impact of the program interventions on beneficiaries. For each of these interviews, the consultant/team will first develop and present their ideas for the content and format of the survey/interview forms/schedule that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

**Interviews with Program Participants**

The Consultants shall sample programme communities and interview beneficiaries to ascertain the impacts of program interventions on the beneficiaries.

**Data Collection:** To ensure comprehensive coverage, the Consultants shall collect additional data information from participating UN agencies, for example independent surveys and baselines carried out by specific UN agencies for specific objectives e.g. (WFP – carried out a Nutritional and supplementary feeding survey while UNDP conducted a micro finance baseline survey) etc. The Consultants may propose additional methods for conducting the evaluation amongst others albeit all methods and approaches for data gathering must be conflict sensitive.

**Key working Relationships**

HSP Programme Field Coordinator, Peace and Governance Advisor, Programme Specialist/Head of SLEC Team at UNDP, Dr. Wolfgang Haas, Resident UN Coordinators Office, UNCT Members, HSP Agency Focal Points and Representatives at key Government Agencies in Accra and the Programme sites.
**Place of Performance**

The place of performance shall be Accra and Tamale, Ghana with travel to the 4 programme sites and communities (Tamale, Yendi, Bawku and Wa) as necessary.

**VIII CHARACTERISTICS OF THE CONSULTANCY**

The Consultant/Team will be supervised by the Joint Programme Steering Committee and will have the UNDP Programme Specialist and Field Coordinator as primary contacts.

**Duration:** 43 days commencing on January 9th 2012.

**IX. MODE OF PROPOSAL SUBMISSION**

**Presentation of proposals:**

Interested consultants should submit a proposal to the United Nations Joint Human Security Programme outlining:

i. Methodology for conducting the evaluation under this consultancy

ii. Proposed work plan

iii. Detailed CV

iv. Itemized budget in US $; and

v. Three references of current clients indicating contact details.

**Evaluation of Proposals:**

The proposals will be evaluated on the basis of the following criteria:

1. Qualification and Experience of the consultant
2. Description of Approach, Methodology and Work plan for Undertaking the Assignment
3. The all inclusive price, detailed and quoted in a Financial Proposal.

**Submission of Proposals**

1. **International Consultant**

   Interested International Consultants parties should provide their CVs and covering letter by email to Lawrence Lachmansingh<Lawrence.Lachmansingh@undp.org> and Christy Ahenkora<christy.a.banya@undp.org> and Ernest Asigri<ernest.asigri@undpaffiliates.org>

2. **National Consultant**

   Interested National Consultants should submit their offer comprising of technical and financial proposals, in separate sealed envelopes, in hard (6 copies) and soft copy (Compact Disk), should be hand delivered at the front desk of the UNDP Office, Ring Road East, Near the Fire Service Head Quarters no later than 4.30 pm 20 December, 2011. The submission should be clearly marked “HSP Mid-Term Evaluation”

   **Deputy Country Director Operations**
   **United Nations Development Programme**
   **7 Ring Road East**
   **Accra**

   **Attention:** Ms Christy Ahenkora **Tel:** 233-0302-785394-400
   **Fax:** 233-0302-773899

   **For enquiries concerning this assignment please contact:**
   **Ernest Asigri<ernest.asigri@undpaffiliates.org> and Christy Ahenkora<christy.a.banya@undp.org>**