# ANNEX TWO: TERMS OF REFERNCE

Terms of Reference for Final Evaluation Final Evaluation of the Northern Uganda Early Recovery Project, 2012 (Award No. 00058469)

Duty Station: Kampala, Uganda

Languages Required: English

Starting Date: 1st November 2012 (date when the selected candidate is expected to start)

Typology of the consultancy: International and National

Duration of Initial Contract: 30 days

Expected Duration of Assignment: 30 days in a month period

1. INTRODUCTION:

The Northern Uganda Early Recovery Project (NUERP) has since 2009 been implemented in the districts of Lira (including Otuke and Alebtong districts) and Oyam, over a two years period, with a no-cost extension till 31st November, 2012 when the project will finally phase out. The project has been designed and implemented within the framework of the National Development Plan (NDP) and the project outputs directly contribute to the Government of Uganda’s Peace Recovery and Development Plan (PRDP), whose over-arching framework and affirmative action is to address the post-conflict and recovery challenges in Northern Uganda. Furthermore, the project has been contributing towards the outcomes of the United Nations Development Assistance Framework (UNDAF) in Uganda, particularly outcomes 2 and 3 targeting vulnerable communities. The strategies for this project have also been in line with the respective District Development Plans (DDPs) and the strategies for the Implementing Partners (e.g. World Vision, ILF, ACTED).

The Northern Uganda Early Recovery Project (NUERP) is funded by the United Nations Trust Fund for Human Security (UNTFHS), and has been jointly implemented by three UN Agencies: UNDP (Lead Agency), WHO and WFP. The main goal of the project was to support the rapid and self-sustainable recovery of the conflict-affected returning population in Lango sub-region through an integrated service delivery and community based approach. As part of the project design, the final evaluation will be conducted by an independent Consultant/Expert to assess the extent of programme implementation and impact on the ground.

The four main areas of focus of NUERP are summarized under the four objectives listed below. Funds for implementation of the project were disbursed to the three UN Agencies under the parallel funding modality in two tranches each. The first trance fund was disbursed in 2010, WHO received its second trance fund in the last quarter of 2011 and UNDP and WFP received their second trance funds in the first quarter of 2012.

Project Summary:

Objective 1: To facilitate resettlement and recovery among the target population through enhancing the physical and organizational assets in 16 sub-counties that are areas of return by the end of the project period (UNDP & WFP);

Objective 2: To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non- agricultural activities and access to markets, credit and savings in two years (UNDP & WFP);

Objective 3: To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health, nutrition and HIV/AIDS services within two years (WHO);

Objective 4: To allow 16 sub- counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural /local leaders within the project period(UNDP).

1. DEVELOPMENT CONTEXT OF THE PROJECT

Since the signing of the Cessation of Hostilities Agreement in 2006 between the Lord’s Resistance Army (LRA) rebels and the Government of Uganda, Northern Uganda has for the last six years experienced improved peace and security. As a result, over 98% of the 1.8 Million Internally Displaced Persons (IDPs) who lived in camps at the height of the conflict have returned to their areas of origin or resettled in new locations.

The NUERP has been one of the responses by the development partners to support resettlement and recovery in Lango sub-region. Implementation of the project effectively commenced about two years ago and a Mid-Term Evaluation (MTE) of the project that was carried out in 2011 made some critical observations notably that the project inputs were actually reaching the beneficiaries and that the project landscape was progressively moving from humanitarian to a conventional development phase. However the MTE revealed the following improvements in project strategies : strengthening linkages and integration with other Government Programmes such as PRDP, NUSAFII, ALREP, NAADS and other related frameworks; mainstreaming potential conflict drivers at all stages of the project as a means of mitigating conflict in the communities and promoting peace building and sustainable development; making deliberate efforts in strengthening visibility of the partner Governments and the UN Agencies involved; ensuring holistic support and functionality of the health centers; improving coordination at all levels of the project; improved flow of resources to the implementing partners ; linkages with the Department of Meteorology and Disaster Management to integrate Disaster Risk Reduction (DRR) including Climate Change Adaptation (CCA) mechanisms within the project so as to reduce the incidences of loss in the production process as a way of sustaining livelihood in the communities.

From the donor perspectives, one criticism of the MTE was that it did not clearly identify the results of project that relate to the Human Security Domains. The final evaluation is therefore expected to investigate these issues in the course of its study. The Evaluation should also find out the extent to which the mid-term recommendations were implemented

1. PURPOSE OF THE EVALUATION

This Terminal evaluation is intended to assess achievement of the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated through design and implementation of other UN projects).

As an integral part of the project cycle, the evaluation will analyze effectiveness, efficiency, relevance, 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, the Human Security domains and attainment of results. Findings from the evaluation are expected to be used by UNDP, WFP, WHO, the Government of Uganda, and the District Local Governments and local communities who are the main beneficiaries of the project.

4.0 OBJECTIVES AND SCOPE 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 project results, the challenges faced, lessons learned, recommendation, and its possible impact on the targeted beneficiaries. The evaluation coverage will include the logic and underlying assumptions upon which the strategy was originally developed, and the implementation strategy that has actually been adopted.

The findings from this evaluation will be used where necessary to improve on design, implementation and management of other future projects. The evaluation will cover the project districts of Lira (including Alebtong and Otuke offspring districts) and Oyam districts of Northern Uganda. At the National level the three partner UN Agencies (UNDP, WFP and WHO) with their implementing partners, Government Departments (Aid Liaison Department of the Ministry of Finance Planning and Economic Development and the Office of the Prime Minister), the Embassy of the Government of Japan in Uganda.

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

4.1 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. In the event the evaluators find that there were no clear baseline indicators for the project at the onset, the evaluators are required to estimate the baseline condition so that achievements and results could be established objectively.

4.2 Implementation

The evaluation will be facilitated by UNDP and undertaken in a highly participatory manner using appropriate appraisal techniques. Desk reviews, interview with key informants, Focus Group Discussion 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. Particular reference should be made to the uptake of recommendations from the Mid-term Review of the project by all parties.

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.

4.3 Project Outputs and Outcomes The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability 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.

5.0 EVALUATION QUESTIONS

In order to achieve the purpose/objectives of this evaluation, the evaluation should address the following questions:

Q1. Assess the relevance and appropriateness of the project design to the achievement of project results as well as the National goals and the UNDP mandate?

Q2. To what extent have project key objectives, goal and project specific outputs and outcomes been achieved? What were the unintended consequences of this project?

Q3. What relationships and partnerships were most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of relationships and partnership arrangements of the project with stakeholders (civil society and public) in delivering project objectives?

Q4. To what extent were the project financial resources available and appropriately utilized? Appraise the value for money in the utilization of resources?

Q5. How effective was the Implementing/Executing Agency supervision and back-stopping? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

Q6. What project sustainability measures were put in place and what factors are likely to affect project sustainability?

Overall the evaluation should analyze lessons and propose recommendations on aspects that have contributed or hindered the attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation. The evaluation should provide a few well formulated lessons applicable to the civic education type of project and comment on the replicability of the project. The final evaluation report will include examples of good practices for other projects within the focal area, country and region.

1. EXPECTED DELIVERABLES

The following deliverables/products are expected from the evaluation team:

* Inception Report including detailed methodology;
* Field work debriefing before draft report writing;
* Draft Evaluation Report as per sample Report Outline provided;
* PowerPoint Presentation for UNDP and stakeholders;
* Final Evaluation Report (as per Sample Report Outline to be provided).

1. COMPOSITION, SKILLS AND EXPERIENCE OF THE EVALUATION TEAM
   1. Composition

The evaluation will be undertaken by a team consisting of an International and two local Consultants with experience in post-conflict management and socio-economic development in Africa. The Consultants must be independent and impartial of both the policy-making process and the delivery and management of assistance to the project. The Consultants should not have been engaged in the activities to be evaluated, or responsible in decision-making roles for the design, implementation or supervision of the project. Consultants are expected to be impartial and will present a comprehensive and balanced appraisal of the strengths and weaknesses of the project and activities being evaluated.

* 1. Required Skills and Experience for the International Consultant (Team Leader)

1. Master’s Degree in Development studies or related social science fields with experience in project and programme evaluation and recovery programming;
2. The Consultant should have at least 5 years of post- conflict recovery working experience with in-depth understanding of Peace Building, Conflict Resolution, Livelihood enhancement and management of multi-sectoral projects;
3. Familiarity with integrated /multi-sectoral post-conflict development projects in developing countries, particularly in sub-Saharan Africa, either through managing or evaluating donor-funded projects.
4. Substantive knowledge of participatory M&E processes is essential, with 8-10 years of M&E experience.
5. Experience with CBOs/community development processes with Uganda Country experience would be an added advantage.
6. Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required.
7. Excellent English writing and communication skills. Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.
8. Experience in leading small multi-disciplinary, multi-National teams to deliver quality products in high stress, short deadline situations.
   1. Duties and Responsibilities of Team Leader

The International Consultant / Team Leader will have overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from different team members.  The Team Leader is responsible and accountable for the production of the agreed products including the following:

1. Review of documentation to be provided by the project (implementation/evaluation reports);
2. Conducting fieldwork together with the National Consultant and interview of stakeholders, National and local Government officials, and the beneficiary communities to generate authentic information and opinions;
3. Writing and compilation of the information and reports as needed;
4. Presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders;
5. Finalization of the Terminal Evaluation Report.
   1. Skills, Duties and Responsibilities of National Consultants

Two National Consultants should be at the minimum a graduate or post-graduate degree holder, with similar skills and experience like the one of the International Consultant, but with more of the local content than the counterpart. One of the Consultants should have a bias in the Medical Science with over five years of project monitoring and evaluation experience, whereas the second Consultant Social Sciences or Development Administration background should have at least five years of monitoring and evaluation background.

The National Consultants will assist and collaborate with the UNDP Team Leader for the Crisis Prevention and Recovery Unit in all the tasks relating to the Terminal Evaluation including fieldwork, interpretation in meetings/interviews held in local language, and report writing as agreed with the Team Leader.

1. TIME- FRAME FOR THE EVALUATION

The evaluation will be carried out within 30 calendar days, including delivery of products as listed under section 5.0 above. The assignment will take effect from the date of signing of the contract, as follows:

| Deliverable | Timeline | Tentative  due date(s)-November |
| --- | --- | --- |
| Inception Report (home-based, for National Consultants) | 2 days | 1-2 |
| Travel to Uganda (international Consultants) | 2 days | 3-4 |
| Finalization and Presentation of the Inception Report | 1 day | 5-6 |
| Travel to the field | 0.5 day | 6 |
| Fieldwork | 6 days | 7-12 |
| Power point presentation of field work findings to Key stakeholders in Lira (to be decided) | 1 day | 13 |
| Draft Report preparation and submission to UNDP | 7 days | 14-20 |
| Draft report presentation to a stakeholders’ workshop to validate draft report findings (in Kampala) | 1 day | 21 |
| Travel for international Consultant | 1 day | 22 |
| Final Report (home-based) | 8 days | 23-30 |

The Evaluation team shall present an Inception report within one week of signing the contract.

1. RESPONSIBILITIES AND THE LOGISTICS

The team shall work closely with the relevant UNDP Programme Officer and report weekly (by telephone) on the progress of the consultancy to the UNDP Team Leader in Crisis Prevention and Recovery Unit or any designated officer.

The draft evaluation report shall be presented to the UNDP, WFP, WHO, Government, Project partners and other stakeholders for review not later than 22 days after start of the assignment. Comments and feedback from all stakeholders should be incorporated into the final version of the report.

The Consultants shall submit the final evaluation report to the UNDP Team Leader in CPR for certification of completion of work.

1. The evaluation team leader will have the overall responsibility for the quality and timely submission of the deliverables to the UNDP Country office;
2. UNDP, WFP, WHO, District Local Governments and Implementing Partners, will review and provide feedback on the Terms of Reference and the Reports of the evaluation exercise;
3. The tripartite UN partners will be responsible for quality control;
4. UNDP will be responsible for organizing the stakeholders’ workshop to review the draft and eventually share the final evaluation report with all the partners particularly the District Local Governments and the project beneficiaries;
5. UNDP will provide logistical support to the evaluators in form of a vehicle for up-country project visits, work space in the UNDP Country Office as well as stationery requirements for the team.

The selected Consultant will be expected to a code of conduct (Statement on Ethics), and conduct him/herself according to the expected ethical standards.

1. Application procedure:

Applicants are requested to apply online at <http://jobs.undp.org> by the 30th September, 2012, and should submit an application and proposals, which include the following:

I.  Job Proposal:

* Letter of Interest.
* Explanation as to why you consider yourself suitable for the assignment.
* A brief methodology on the approach and implementation of the assignment.

II. Personal CV

* Highlighting past experience in similar projects.
* Work references - contact details (e-mail addresses) of referees.

III. Financial Proposal

Financial proposal indicating consultancy fee, lump sum fee or unit price together with any other expenses related to the assignment (e.g. travel costs, translation interpretation, holding of workshops/focus group discussion etc).   A lump sum fee will be paid against the completion of specific, measurable deliverables as identified in ‘Key Deliverables’

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.