

# United Nations Development Programme – South Sudan

## Terms of Reference

### Review of Rapid Capacity Placement Initiative (RCPI)

May 2012

#### 1. Background and context

The South Sudan Rapid Capacity Placement Initiative (RCPI) Phase I started in March 2010, with the support of the Government of Canada, through the Canadian International Development Agency (CIDA). This initiative builds upon similar examples from sub-Saharan Africa where civil servants and United Nations Volunteers (UNVs) have been successfully utilized as civil service support, to provide urgently needed services, while assisting the host government in building local capacity through training and direct support.

The RCPI has been designed to support the state-building agenda through the deployment of 150 qualified International UNVs embedded within the different government structures, the majority at the state level. As of December 2011, a total of 105 UNVs have been deployed through the RCPI in different government ministries, working side by side with national counterparts, providing expertise in the areas of planning, budgeting, public financial management, public sector reform, revenue management, urban management, information communication technology, rule of law, law enforcement and community security.

The implementation of the project involved a number of counterparts mainly at state level. The different sector ministries where the UNVs are embedded are the key counterparts both as beneficiaries and host institutions. In addition to CIDA funding, the RCPI is also supported through the Strategic Partnership, a funding mechanism that also supports the governance and rule of law programme, and the Global Fund.<sup>1</sup>

The Terms of reference clarifies the objectives, suggested methodology and expected deliverables of the review process.

#### 2. Objectives of the Review

- Document lessons learned from RCPI Phase I as a capacity building mechanism to inform the design and implementation of similar initiatives in south Sudan and other similar post-conflict environments.<sup>2</sup>
- Assess the contribution, or lack thereof, of RCPI Phase I to the achievement of the results of the programme areas that benefited from RCPI Phase I with a particular emphasis on Planning and Public Financial Management at state level.

#### 3. Scope of the Review

**Strategic:** Given the intent of the project as a capacity placement mechanism rather than a typical project that delivers activities, the review will focus on collecting and analyzing information that will

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<sup>1</sup> Details on states, type and number of positions and funding will be provided during the document review period.

<sup>2</sup> Similar initiatives in pipeline in South Sudan include RCPI Phase II, IGAD Initiative and AU Initiative.

help to determine the appropriateness of the approach and document lessons learned, both positive and negative.

**Programmatic:** The review process will focus on projects that benefited from the UNV Specialists deployed in the ten states.

Given that the vast majority of the Specialists are deployed within the state Ministries of Finance in the ten states, especial focus will be given to analyzing the contribution of the approach to improving Planning and Public Financial Management. The review will not look at the work UNDP's work in Planning and Public Financial Management at central level.

**Stakeholders:** The review process will focus on collecting and analyzing information from stakeholders involved in the implementation of projects that that directly benefitted from the expertise of the UNV Specialists deployed in the different state state government. The review will not look at the overall performance of the major programme components.

**Geographic:** The UNV Specialists recruited through the RCPI Phase I are deployed within the different state government institutions across the ten states of South Sudan. While only selected states will be visited during the field work, the findings and recommendations of the review will apply to all the ten states of South Sudan.

#### 4. Review Questions

The key questions that the review should clarify include the following:

- Was RCPI the appropriate mechanism / approach in the context of South Sudan?
- What are the lessons learned in the design and implementation of the RCPI Phase I that can be replicated to other similar environments?
- What is the contribution of RCPI Phase I to the progress towards the achievement of programme results especially in the areas of Planning and Public Financial Management? What factors have contributed to the achievement or none achievement of the results?

#### 5. Methodology

The TOR only provides an overall approach and method for conducting the review. A lead consultant will be responsible for determining the appropriate methodology considering the most reliable data sources that will likely yield the most reliable answers to the review question. The review will have three distinct phases:

##### ***Preparation Phase***

Review of the TOR, preliminary desk review, meetings with the UNDP programme and production of inception report. The inception report should outline at a minimum the following issues: objectives and scope of the review; an outline of the review criteria and questions; the review methodology, including methods used for collecting data and their sources; a review matrix, which identifies the key questions; and an indication of how the review team expects these questions to be answered. The report should also include a review work plan outlining tasks and revised schedule of the milestones.

##### ***Conduct of the Review***

- An inception meeting will be held for preliminary discussions with the UNDP South Sudan management.
- Information will be collected through structured, semi-structured and unstructured interviews and consultations with UNDP Management, UNVs deployed in selected states through RCPI, and government counterparts mainly at state level.
- Consultations will involve visits to selected states across South Sudan where the UNVs are deployed.
- Reporting will include preparing the draft report and producing the Final Review Report.

#### ***Follow up and Production of the Review Report***

- Presentation of initial findings to and facilitate reflection / feedback session in the presence of Key counterparts (UNDP, government, and donor).

## **6. Deliverables of the Review**

This section describes the key review products the consultant will be accountable for producing. At the minimum, these products should include:

- **Inception report** of the review, which includes the review methodology and review work plan outlining tasks and responsibilities of the consultant (as detailed above).
- **Power point presentation** for UNDP, government counterparts and other stakeholders on the preliminary findings, lessons learned, and recommendations.
- **Draft full report** covering the issues outlined in the terms of reference and inception report including review of findings and conclusions, lessons learned and recommendations.
- **Final review report**, which should at a minimum include the following components:
  - *Executive summary*
  - *Introduction*
  - *Description of the Intervention*
  - *Review scope and objectives*
  - *Review approach and methods*
  - *Data analysis*
  - *Findings and conclusions*
  - *Recommendations*
  - *Lessons learned*
  - *Report annexes*

## **7. Responsibilities**

### **Lead Consultant**

The review will be facilitated by an international lead consultant. The consultant will ensure the quality of the review process, outputs, methodology and timely delivery of all products. The lead consultant, in close collaboration with the review team members, will take the lead role in conceptualization and design of the review and in shaping the findings, conclusions, and recommendations of the report. Specific responsibilities of the lead consultant include:

- Develop an inception report and details the design, methodology (including the methods for data collection and analysis criteria for selection of states, required resources), and review work plan;
- Direct and conduct the research and analysis of all relevant documentation;
- Oversee and quality assure the preparation of the study and takes the lead in the analysis of the information;

- Oversee the administration, and analysis of the results of the data collection exercise;
- Draft the review report;
- Lead the stakeholder feedback reflection / feedback sessions, brief UNDP on the review through informal sessions and finalizes the report based on feedback from stakeholders;
- Deliver the final review report.

*Required skills and experience:*

- Master's Degree in development or relevant discipline;
- At least ten years of working experience in review of capacity development projects/programmes;
- Experience with capacity development and organizational assessments preferred;
- Experience in planning and public financial management;
- Regional expertise in Africa, specifically in post conflict situation;
- Proven experience as a review team leader / member with ability to lead and work with other review participants;
- Ability to produce well written reports demonstrating analytical ability and communication skill;
- Fluency in English.

### **Review Team Members**

The review team will include two additional consultants with experience in Planning and Public Financial Management to work with the lead consultant. It is expected that one consultant will be commissioned by CIDA and the other by UNDP South Sudan. The specific responsibilities of the review team members include:

- Contribute to the drafting of the inception report;
- Lead and facilitate different meetings as part of the review process;
- Contribute to the analysis of data and preparation of draft report;
- Contribute to the drafting of the final report;
- Undertake other activities assigned by the lead consultant as part of the review process.

*Required skills and experience:*

- Master's Degree in development or relevant discipline;
- At least 7 years of working experience in review of capacity development projects/programmes;
- Experience with capacity development and organizational assessments preferred;
- Experience in planning and public financial management;
- Regional expertise in Africa, specifically in post conflict situation;
- Proven experience as a review team leader / member with ability to lead and work with other review participants;
- Ability to produce well written reports demonstrating analytical ability and communication skill;
- Fluency in English.

## **8. Management of the Review**

UNDP South Sudan will institute the review manager function, which will act as the focal point for managing the review process. The UNDP focal point will facilitate the coordination and liaison with concerned stakeholders, and ensure the review is conducted in accordance with acceptable standards. The UNDP focal point will not be involved in the review process mainly during data collection and analysis and drafting of findings and recommendations.

## 9. Time-frame for the Review Process - to be revised in consultation with the consultant

Activity	Timeframe	Location	Responsible Party
Conduct meetings with UNDP management, project and programme staff in Juba and finalization of inception report	14-15 June	Juba	Review Team under the leadership of the Lead Consultant
Field Visit and consultations (including counterparts and donors at Juba level).	18-23 June	Selected States	Review Team
Presentation of preliminary findings and draft recommendations to stakeholders	25 June	Juba	Lead Consultant
Follow up discussions and finalization of the first draft of full review report	28 June	Juba	Lead Consultant
Finalization of the full review report	3 July	Home-based	Lead Consultant with contribution from Review Team members