

1 Organization background

The Danish Refugee Council (DRC) has been operational in South Sudan since 2005, working with the overall aim of achieving durable solutions for displaced populations affected by conflict and other natural and manmade crisis. DRC implements a multi-sector response to support Sudanese refugees, internally displaced persons (IDP) and host populations with projects and activities being tailored according to the needs and gaps in the local contexts. Its current programming components include: protection; camp coordination and camp management (CCCM); provision of emergency and transitional shelters within and outside of camp environments; distribution of non-food items (NFIs); food security and livelihoods (FSL); rapid response mechanism through the county wide mobile response and safety advisory support to the humanitarian community in different field locations.

2 Overview of the mobile response sector/ programmes

Areas facing new shocks require substantially different response interventions than those required in camp-like settings. These new shocks related to conflicts are very specific and the impacts they have on populations are not comparable with the effects of shocks triggered by natural disasters and are debilitating and directly linked to individual protection of persons of concern. In hard to reach areas across South Sudan, there are few humanitarian actors on the ground and access impediments related to safety and security of staff, logistics and administrative challenges ostensibly contribute to long preparatory periods before any assistance is delivered through an established/static operation. As such, since 2017 DRC has been operating protection-led multi-sector mobile assessment and response missions to fill critical gaps in information and service provision in remote areas, and to provide affected populations with lifesaving assistance. As conflict drivers and shock triggers continue to impact communities across South Sudan, rapid mobile assessment and response services addressing the growing protection and S/NFI needs remains critical. As such DRC is currently implementing countrywide multisector mobile response projects funded by multiple donors including OFDA, ECHO, SSHF, UNHCR and DANIDA.

3 Objectives of the Program Review

The purpose of the review is to assess the relevance of the mobile approach to the current context, to identify and document lessons learnt, best practices and provide recommendations to guide future programming.

Review Core Criteria

The review should focus on reviewing and assessing to what extent the DRC country wide mobile program have contributed to the DRC's global and country strategy; Assessing the relevance of the current mobile program approach to the wider humanitarian context of the country; Assessing the relevance of the current selected sectoral responses in relation to addressing the most urgent lifesaving protection needs of the affected populations. The review further assesses whether the program has proper procedures and processes for program quality; Understand if the existing procedures and processes are actually operating, if they making a positive difference and how they are impacting on the program.

A detailed analysis of the Program should cover all review criteria specified in the ToRs. The following questions among others should be addressed under each criterion:

3.1 Relevance/ Appropriateness

- How appropriate is the mobile approaches in relation to the current local socio-cultural, political, economic and humanitarian context?
- How far the MRT programme has managed to address the humanitarian protection risks of the communities in which they are being implemented?

- What effects does the MRT programme has on the beneficiaries / households in addressing the lifesaving needs?
- What contribution has the mobile approach has impacted in the overall humanitarian advocacy platform related to South Sudan?

3.2 Effectiveness

- Did the implementation of the actions lead to the achievement of the expected program outcomes?
- What programme outcomes have been achieved?
- To what extent did the programme achieve its purpose?

3.3 Efficiency

- Did the project use the most cost-effective approach or could other approaches produce the same results at more reasonable costs?
- How well have the program activities transformed the available resources into the intended results in terms of quality, quantity and timeliness?

3.4 Sustainability

- What mechanisms and options are there to ensure the mobile response programme continues addressing humanitarian challenges in “hard to reach areas” regardless of the cessation of the projects?
- What are the possible factors that enhance or inhibit participation of communities (civilians) and civil society to ensure inclusiveness, to have voices heard and to take part in decision making on humanitarian protection needs, capacity to address the issues and advocacy?
- How did the programme influenced (affirmative and negative) the broader humanitarian actors and the relevant stakeholders to eradicate/minimise conflict related humanitarian protection risks?
- What methodologies exist to promote local coping strategies?

3.5 Impact

- Critically analyse the contribution of the mobile response to any observed impact (intended, unintended, positive, negative). What other factors and actors contributed to the project impact?
- What difference has the mobile response programme made to the targeted beneficiaries (direct and indirect)?
- What is the likelihood of continuing having the realized impact in the humanitarian protection spectrum in the short term and long term?
- To what extent were protection principles mainstreamed in the projects?

4 Scope of the Review

The review shall be limited to DRC country wide mobile programs in South Sudan

4.1. Methodology

The review will combine a desk review of programme documentation and field deployment in areas of operation (specific location to be covered in the review will be agreed upon with the MRT before commencing the study). The precise methodology will be agreed upon between the consultant and DRC before the review activities commence, with the methodological outline provided by the consultant as per this tender at starting point.

DRC shall provide a copy of the project proposal, budget, contract, interim and project reports plus any other technical and methodological documentation deemed essential for effective review of the program:

The consultant is expected to use diverse methods in obtaining required qualitative and quantitative data.

The methods should be as participatory as possible and feasible within the time frame. These methods could include:

4.1.1 Literature Review

- The consultant is expected to review relevant documents including strategies, methodological documents, project documents and reports as a way of familiarizing himself/herself with the project and to conduct the review.

4.1.2 Field Visit

- The consultant will be expected to visit the sites and conduct interviews with project beneficiaries, local Officials, project staff, and other agencies as necessary. DRC expects the exercise to be as participatory as possible using techniques appropriate techniques/ approaches.

4.1.3 Sampling Techniques

- The consultant is expected to use purposive sampling or any other appropriate sampling methods to obtain a fair view of the program information as articulated in this TOR. Additional information will be provided to aid in the final selection of areas to visit when the contract is awarded.

4.1.4 Data Collection Methods

- Participatory approaches in data collection will be employed throughout the review. An open atmosphere that can also accommodate unexpected information and critical remarks should be created by the team. The review is expected to suggest data collection methods that provide both quantitative and qualitative information. It is critical that information is triangulated in order to increase the validity of findings. Data collection methodology shall be a combination of various methods.

4.1.5 Dissemination of Findings

- The consultant is expected to debrief DRC on the review findings. Upon obtaining feedback from the team, he/she will finalise and submit a final report to DRC.

4.1.6. Workshop

- A one-day workshop shall be organized to the DRC management, operation and program team to discuss the findings as well the recommendations.

5 Key responsibilities

5.1 Scope of consultancy

This will be based on best practices for the review methodology, and to sufficiently address the key questions raised above; the Consultant will need to propose and adopt methodologies that combine both qualitative and quantitative research techniques. The Consultant is expected to propose his/her methodology for the review that should include but not limited to:

- Draft data collection tools and methodology
- Quantitative data analysis
- Qualitative data analysis
- Secondary data collection and analysis
- Production of a program review report
- Facilitating a workshop with DRC staff
- Participate in debriefing meeting

6 Key deliverables/outputs

6.1 Inception Report

The Consultant shall be expected to produce an inception report upon commencement of the program review. The Inception Report will detail the agreed upon methodologies to be employed in the review to achieve the objectives outlined above. The Inception Report should also include the finalised activity plan and a structural outline of the final

review report. The inception report should be shared and approved by DRC before commencement of the data collection and analysis.

An inception report in preparation of the field work, in which the consultant establishes:

- a detailed methodology for implementation
- a detailed schedule for the program review
- the indicators that fall within the scope of the program review
- draft data collection tools for all indicators and the means to verify them.
- Draft questionnaires
- work plan that sets out the preparatory activities and specific deliverables as well as timeline related to the program review

Thereafter the following reports will be required;

6.2 Draft Report

The Draft Report, in addition to addressing the aforementioned consultancy objectives, the report must contain: an introduction including programme summary and purpose of the program review; a detailed methodology (including limitations); key findings (covering both document review and primary research); recommendations; a conclusion; and, annexes. Annexes should include, at minimum: the consultant's expression of interest, the consultancy budget, field sites visited, and a list of key informants. A soft copy of the Draft Report will be shared with relevant programme staff within 15 days of completing the review exercise. The Draft Report is to be no more than 30 pages, excluding cover pages and annexes.

A feedback meeting will be held with DRC MRT and MEL where the first draft report will be presented.

6.3 The Final Report

The Final Report (maximum 30 pages, excluding cover pages and annexes) with photos and infographics should be submitted to DRC no later than one week after the consultant has received feedback from all relevant programme staff on the Draft Report. It should be submitted via email to the relevant programme staff. The final report should include but not be limited to the following points:

- A quantitative review of the extent to which DRC has achieved the indicators and targets set forward in the project proposal documents (to include a review of supporting documents)
- A qualitative review of DRC's mobile program approach (Methodologies, processes, systems, support structures etc)
- Analysis of enabling and disabling factors for the mobile program
- Evidence-based recommendations for future programme implementation in comparable contexts

A final report in English not exceeding a length of 30 pages (excluding annexes) which includes:

- ✓ Executive Summary (max. 1 page)
- ✓ Introduction (including a description of context and main stakeholders)
- ✓ Methodology, including sampling and selection procedure
- ✓ Analysis and findings of the study (on outcome level)
- ✓ Conclusions, recommendations and best practices

The aforementioned deliverables will be accompanied by regular communication with and feedback to the Programme Team.

A validation workshop where the preliminary results of the study are presented to the DRC.

After incorporating comments from DRC MRT and MEAL feedback meeting the report will be presented to MRT, SMT and MEAL in Juba at the validation workshop (One day).

7 DRC's responsibilities

DRC will:

1. Cover and arrange the consultant's travel and basic accommodation in country to and in the field (international and national ticketing)
2. Provide ongoing security advice and support as necessary for travel to field sites
3. Facilitate engagement with community and key stakeholders
4. Provide all necessary documents for review exercise
5. And if necessary arrange meeting with other stakeholders
6. DRC will cover BUPA insurance for the 45 days the consultant will be in country.
7. DRC is responsible for his/her working tools such as computer, mobile phones, tablets for data collection etc.

The Consultant:

- The proposal includes methodology, detail activity plan, specific time frame and detail budget. The budget should include consultant fee and airfare travel (to Juba South Sudan) and accommodation cost.
- Compiling team members for the review should take DRC's gender equality and equal opportunities requirements into consideration.
- The consultant will be responsible of payment of any tax or other fees related to this assignment.
- The payments will be in three instalments, 30% after submission of Inception report, and 30% after the draft report and 40% submission of final acceptable report to DRC/DDG.
- Please note that a partial payment hold-back will be in effect until a final report has been approved by DRC

8 Reporting arrangements

The consultant will report to the DRC Emergency Manager and MEAL Coordinator during the period of the consultancy.

9 Duration of assignment

45 calendar days

Expected profile of consultant

- A post graduate qualification in Monitoring and Evaluation, Statistics or any other related field is required. Substantial experience in humanitarian program reviews. Previous experience in humanitarian program management (Multisector). A qualification in Law, International Relations, Gender studies, Peace and Governance, Social Sciences, Development studies or other related discipline is strongly required.
- Significant experience in carrying out program review and impact evaluations in South Sudan.
- Strong understanding of context, humanitarian system, protection risks, and conflict dynamics in South Sudan.
- Strong understanding on humanitarian dynamics and regional relations in East Africa and Great Lake region
- Significant experiences in qualitative (drill down approach) and quantitative data analysis.
- Strong experience in questionnaire development, interview techniques and facilitating focus group discussions.
- Strong understating of gender and diversity dynamics in South Sudan
- Excellent communication skills, including report writing in English
- Willingness and ability to travel to MRT field sites

10 Terms & conditions

The consultant must abide by all of DRC/DDG's standard procedures, including the Code of Conduct and confidentiality policies. All data and information collected, and any reports, as well as the methodology of the study will be the property of DRC/DDG.

Gender Equality: DRC is committed to achieving gender parity in staffing at all levels. In the light of this, women are particularly encouraged to apply to bridge the gender gap.

Equal Opportunities: DRC is an equal opportunities employer. We value diversity and we are committed to creating an inclusive environment based on mutual respect for all employees. We do not discriminate on the basis of age, sex, disability, status, religion, ethnic origin, colour, race, marital status, or other protected characteristics.