



We believe in life before death

UKAM Partner Capacity Assessment Terms of Reference (TOR)

Christian Aid has been working in Sudan and the current South Sudan since the 1970s. In 2008, before the independence of South Sudan, a field office was opened in Juba to facilitate the organization's projects and activities in the Southern part of the country. Christian Aid works to bring lasting change to the lives of the poorest conflict-affected communities in hard-to-reach and the worst affected areas.

Christian Aid works globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith, race or nationality. We work with partners to implement an integrated and innovative Programme to address Poverty, Power including using our Prophetic voices. In South Sudan, through our local partners including ecumenical partners of the ACT Alliance including Caritas network in South Sudan to achieve transformation from violence to peace and saving lives of crisis-affected communities.

Christian Aid has received £ 2.6M funding from UK Aid to implement a nutrition-sensitive agriculture project in Aweil North and Jur River counties of Northern and Western Bahr El Chazal states respectively. This nutrition-sensitive agriculture project aims to contribute to improved nutrition outcomes for women and girls of childbearing age and children under five years. To do this, Christian Aid is implementing a holistic program that increases the resilience to the risk of undernutrition by using an inclusive and integrated nutrition-sensitive approach that promotes individual, household and community resilience to the risks of undernutrition. This will be achieved through multi-sectoral linkages, increased integration through implementation of strategies to address underlying causes of undernutrition, empowering women, girls, men and their households to improve their household nutrition and care practices, access to diverse nutritious food, safe water and sanitation, health services, and overcome gender and social norms barriers. Furthermore, this project also strengthens the capacity of the nutrition departments in the two counties to improve the coordination and delivery of nutrition services.

BACKGROUND:

Christian Aid works globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith, race or nationality. We work with partners to implement an integrated and innovative Programme to address Poverty, Power including using our Prophetic voices. In South Sudan, through our local partners including ecumenical partners of the ACT Alliance including Caritas network in South Sudan to achieve transformation from violence to peace and saving lives of crisis-affected communities. Christian Aid plans to undertake a comprehensive Partners Capacity Assessment covering two implementing partners' staff (Project managers, project officers, and Community Based Facilitators) in Western and Northern Bahr-el-Ghazal States, County

Nutrition staffs and seconded nutrition staffs to the Counties Health and Nutrition staffs in the areas of the Inclusive Community Action on Nutrition(ICAN) Project implementation. The consultant is also expected to technically assess the Partner organization development and performance appraisals plans, including the County Nutrition Development plans, established and functional County Nutrition Coordination Mechanisms and structures.

The assessment, therefore, will be conducted in two states former Bahr-el-Ghazal Aweil State (Nyamlel) and former Western Bahr-el-Ghazal State Wau in total there are nine Payam where the project is being implemented in the two areas Wau and Aweil respectively.

Purpose of the Assessment:

The main aim of this consultancy is to develop Capacity Strengthening Recommendations aimed to create well-defined roles and responsibilities, realistic capacity development plans, skills matching and functional and coordinated mechanisms and structures which will greatly improve the partner organisational performances.

Specifically, the objectives of this consultancy are to:

- Carry out Partner and County Assessment -based on the agreed capacity Assessment tools and to work with each County Nutrition Department and Implementing Partners to develop a capacity development action plan with clear deadlines and targets.
- The consultants will be expected to visit each participating National NGO and practically verify/audit the results of capacity assessment scoring on the NNGO Capacity Assessment tools with evidence provided by the participating organisations.
- Develop a work plan for the duration of the assessment setting out clear milestones to be met
- Carry out extensive desk review on the partners and Counties Organisation policies and provide realistic findings out of the review
- Work with each organization to develop an institutional capacity development action plan with clear timelines and responsibilities
- Draft a report summarizing the findings (strengths, weaknesses and gaps) of each organization and recommendations
- Develop appropriate reporting formats to be used at CA to report on capacity development work to reflect the new Capacity Assessment Plans

Target group:

In the two areas of project implementation in NBeG and WBeG:

- Two NNGO implementing partners' staff, including project managers, project officers, Community Based Facilitators, the assessment will include all staff associated with the I-CAN project across geographic locations.
- County Nutrition Department staffs and seconded nutrition staffs to the Counties Health and Nutrition Department.

Scope of work: It is expected that the consultant will assess the following capacity components:

- 1. Staff and volunteer Capacity Assessment for implementing partners and county nutrition departments – to be refined during the inception phase**
 - Number of staff and volunteers by role type

- Technical knowledge of nutrition, agriculture, gender and other relevant topics
- Project management and coordination skills
- Communication and collaboration skills
- Monitoring, reporting and data management skills
- Community engagement skills
- Advocacy and negotiation skills (e.g. for resource allocation, fundraising etc)
- Experience in the relevant fields
- Relevant Qualifications
- Relevant training attended
- Diversity in skills and period in the same roles
- Exposure within the current roles, have there been other trainings received within the same role

2. NNGO organisational capacity to implement the programme

- Staff Capacity Development plan
- Organisation Performance Appraisal policy and plan
- How about other aspects of organisational capacity? Such as their internal monitoring and evaluation system, safeguarding policies, financial management, data management, managing feedback and complaints etc?
The log-frame target includes becoming more financially sustainable – should proposal writing, and fundraising be part of the assessment?

3. County Nutrition Department capacity to plan, lead & coordinate

The review should include:

- County Nutrition Department Plan
- Lead Nutrition Coordinators Roles at County level
- Areas covered by County Nutrition staff and staff deployment
- Established and functional coordination Mechanism or Structures (number and description)
- Established Structures or platforms for Nutrition information sharing
- Meetings Conducted and regularity of County Nutrition meetings
- Number of Members participating at County Nutrition Meetings
- Review of existing minutes or action points following coordination meetings at County levels
- Linkages between the County and Community in Nutrition Structures – Are they key joint events as a linkage
- Meetings minutes available in the file.
- How about physical infrastructure and resources to conduct coordination? (e.g. transport, equipment, communication tools, IT etc)

Methodology

Document review: Conduct a document review of the different partner and County Department documents which respond to the Capacity Assessment scope, which will include but may not be limited to the key documents listed above.

Consultation meetings: Consultation meetings with the partner's senior management team and county nutrition department head on the key capacity needs which should inform the capacity assessment at the various levels.

Staff survey: A survey will be conducted amongst the staff to assess their capacity in relation to the key competencies needed to effectively implement a gender-sensitive, agriculture-based nutrition programme.

Staff and stakeholder interviews: Selected staff and key stakeholders will be interviewed through semi-structured interviews for an in-depth understanding of the organisational and staff capacity of the partners and country nutrition departments. Key stakeholders may include local government actors in different departments as well as nutrition coordination platform members.

Schedule

It is expected that the work will take up to approximately 23 working days, as outlined in the following schedule.

Task	Max working days	Date (TBC)
1. Document review	2 days	
2. Drafting of the Capacity Assessment	3 days	
3. Presentation of Draft Capacity Assessment Tools and assessment plan	2 days	
4. Field Travel to Wau and Aweil	1 day	
5. Data Collection (in Wau, Aweil and Juba)	10 days	
6. Return from the field by Consultancy	1 day	
6. Draft findings report	3 days after data collection	
7. Final Report Submission	3 Days after reviews	
	25 working days	

Deliverables

- **Inception report:** present capacity assessment tools and assessment timeline to Christian Aid for review and approval before proceeding with the data collection. The consultant(s) have a time frame of 25 working days to complete the exercise and shall develop a revised work plan and draft tools during the first 2 days after signing a contract with Christian Aid.
- **An organisational and staff capacity assessment report,** including
 - o Independently verified scoring of each organization's institutional and staff capacity on the agreed Capacity Assessment Tools approved by CA with details of evidence
 - o Capacity development action plan for each Partner and County Department assessed.
 - o An organisational capacity strengthening Plan

- Recommend a realistic and time-framed capacity development plan for each partner, including steps for roll-out and roles and responsibilities for CA, the partner and the County Nutrition Departments.
- **Validation workshop:** the consultant will facilitate a session where the findings are presented, and the capacity development plans are discussed and agreed.
- A copy of all reports (including the raw data collected through surveys and interviews) will be required by Christian Aid at the end of the piece of work.

Ethics and safeguarding:

Protection of Partner and County Nutrition Department staff and other stakeholders

Christian Aid has a Safeguarding Framework that includes Staff Code of Conduct and a Child Protection Policy which have been developed to ensure the maximum protection of Programme participants and to clarify the responsibilities of CA staff, consultants, visitors to the Programme and partner organization, and the standards of behavior expected of them. In this regard, it is the responsibility of the consultant to demonstrate a commitment to strictly adhere to Christian Aid's Code of Conduct and Child Protection Policy. The consultant has the responsibility to ensure that any persons hired, used or consulted during the process are made familiar with the policies and commit to abide by them during the execution of this work. Any candidate offered a contract with Christian Aid will be expected to sign a Code of Conduct and Child Protection Policy as an appendix to their contract. By doing so, the consultant acknowledges that they have understood the contents of policies and agree to conduct themselves by the provisions of these two documents.

Before fieldwork, these two important documents will be provided by Christian Aid to the consultant for easy dissemination to all individuals who will participate in this Capacity Assessment. For focus group discussions, researchers will obtain consent from the participants before taking pictures during the sessions. For each FGD, one consent form with names of all participants will be signed to show consent for taking pictures and video recordings where applicable.

Neutrality

- Consultants must accept all answers as legitimate and must never show any preferences for a certain answer;
- Consultants must focus on getting the thoughts and opinions of the research participants, and never express their thoughts or opinions on a subject;
- Consultants must not show any kind of favoritism towards any participant or answer.

Participation

- Voluntary participation – Consultants must not push research participants for answers and must accept when a participant refuses to answer a question;
- Informed consent – All participants must be fully informed about all procedures associated with the research and before proceeding, they must agree to participate;
- Risk of harm – Consultants must be respectful and must not put research participants in any harmful situations, either physical or psychological.

Privacy

- Consultants must always seek to ensure the general privacy of the participants;
- All information collected will be made available only to a selected circle directly involved in the research.

Gender Considerations Consultant regards gender as a key component of assessments, not only as an opportunity to elicit positive change in programming, but also to contribute to the broader base of gender equity and equal opportunity for women and men in development. The research process must be participatory and safe, lending a voice to project staff and stakeholders equally and all collected data will be sex-disaggregated by age, gender and disability, and analysed using gender-sensitive techniques.

Lines of Communication

The consultant will report to the CA Head of Programmes for as the lead person for the CA technical committee who will supervise this assignment with support from the M&E Officer and Project Officers.

- The consultant(s) will report to Implementing Partner Focal Point as the main point of contact in the field and overall to the Christian Aid Head of Programme based in Juba
- The consultants will also report and be supervised by Christian Aid steering technical committee
- The consultant will conduct all their work in the designated partner offices and all documents taken from the partners should be safely returned while ensuring due diligence in data protection
- The consultants must provide their laptops to complete the work activities.
- Christian Aid will facilitate the consultant's field visits to each of the participating organisation's project sites; this includes airfare, accommodation and transport however consultant(s) will cater for their meals and other allowances.
- The consultancy will be required to deploy two staff both in Wau and Aweil to avoid delays in the scope of this assignment

Responsibility of Christian Aid in South Sudan

Christian Aid South Sudan shall take the responsibility of mobilizing and coordinating the partner staff and related partners for interactions during the assignment and availing all documentation required for the task and desk review

Duration

The assignment will take not more than 25 working days. The actual payment days for this consultancy shall be 23 days. A Work Plan detailing the task will be attached as an annexed to this contract.

Logistics

Christian Aid through its local partners will help facilitate some of the logistical requirements related to the implementation of this Capacity Assessment. Christian Aid's logistical support to the Capacity Assessment work of the consultant will be as follows:

- Christian Aid will book domestic flights to and from the two locations. There will be one consultant going from Juba to each location.

Staff or partners on the ground in field sites will provide relevant data as per the scope of the study while ensuring their full consent. In Aweil North, Christian Aid will check and provide relevant information on accommodation and transport. In Jur River, Christian Aid's local partners will provide local transportation while Christian Aid will provide accommodation.

Analysis and Report writing

The Capacity Assessment report and validation presentations will be informed by all data collected, along with the results of the desk review. The analysis will focus on identifying trends and significant findings as they relate to the research objectives and assessment questions. All text and physical analysis should be backed up with evidence-based sources, not a mere assumption.

The final report structure will be decided upon in collaboration with Christian Aid, and it will include an executive summary, introduction, an analysis of reviewed documents, an explanation of the methodology employed, as well as conclusions. The report will further define realistic, achievable and action-oriented recommendations for project implementation. All deliverables will be first submitted for review and comments before producing final documents. After submitting the first draft, Consultant will present the main findings, recommendations and tools for the MEL department in a presentation, hosted in Juba at Christian Aid's office. The finalized deliverables will incorporate the feedback given during the presentation. Lastly, the Consultant will also submit all research tools and cleaned data sets. And any electronic pictures taken, and video recorded during the fieldwork

Christian Aid, Notes for the evaluator

Christian Aid is committed to learning from its experience and to the systematic analysis and assessment of its programmes to improve its performance. Evaluation and review is one key component of our broader approach to considering the impact of our interventions and should consider and inform the design and delivery of our programmes, and the articulation of our internal policies and management processes.

The notes below are provided for your guidance as you plan for and undertake an assessment on behalf of Christian Aid. Please ensure that they are addressed in your final report.

Overall style:

1. The overall style of the report should be short and concise, but clear (i.e. use bullet points and less discussion).
2. Recommendations should be action points. They should be clear, specific and readily understandable (not vague).
3. Conclusions should be well evidenced and ideally supported by more than one source – informed opinion is of limited use unless it is well substantiated.
4. Adopt an approach that is constructively critical, that recognizes individual efforts in programmes, but which always assumes that 'things can always be done better'.
5. A page length of 20-25 pages is recommended for assessments (not including executive summary and annexes).

Structure of the report:

1. Title page – identifying author, date, appeal/programme name, evaluation title (i.e. Capacity Assessment, etc.), the names and positions of the evaluation team members, and which version of the report it is (i.e. draft or final).
2. Contents page - use the TOR as chapter headings.
3. All recommendations should be set out on one page at the front of the report in a quickly understandable (preferably numbered) format, with page numbers identifying where the point arises from/ is discussed. This can form part of the executive summary if you choose to do one.
4. Identify the methodology used. Give a thorough write up of it – it must be presented and explained. Identify how it addresses the Quality of Evidence criteria used
5. The main body of the report – discussion and analysis.
6. Conclusions and recommendations.

7. Annexes:

- a. List of acronyms
- b. The TOR
- c. List of interviews including who they spoke to (numbers, age, gender, disability (necessary to observe and take note of), function within the project etc)
- d. Documents received/reviewed
- e. Timetable for field visits (villages, partners, projects etc)
- f. Outline the background of partners (size, capacity, mandate)

Quality of evidence:

Christian Aid is committed to demonstrating and improving the quality of evidence underpinning its assessment and evaluation processes. As such all consultants are requested to ensure their reports addresses the quality of evidence criteria outlined below. A thorough write up of the methodology they used will be important in evidencing this.

- **Appropriateness**
 - That data collection methods are relevant to the purpose of the enquiry and that they generate reliable data
 - That the size and composition of the sample in proportion to the conclusions sought by the enquiry
 - That the team have the skills and characteristics to deliver high-quality data collection and analysis
 - That the data is analysed in a systematic way that leads to convincing conclusions
- **Triangulation**
 - That different data collection methodologies were used, and different types of data collected
 - That the perspectives of different stakeholders were compared and analysed to establish if and how the change had occurred
 - Those conflicting findings and divergent perspectives are presented and explained in the analysis and conclusions
 - That the findings and conclusions were shared with and validated by a range of key stakeholders (, partners, and other stakeholders)
- **Transparency**

- That the size and composition of the group from which data is being collected is explained and justified
- That the methods used to collect and analyse data, and any limitations of the quality of the data and collection methodology are explained and justified
- That it is clear who has collected and analysed the data, and that any potential bias they may have has been explained and justified
- That there is a clear and logical link between the conclusions and the data collected

Qualifications, skills, the experience of the consultant

The consultant will have the following qualifications, skills and experience:

- Relevant tertiary qualifications
- Sound knowledge of organisational development and capacity
- Experience designing and/or using organisational capacity Assessment Tools
- Experience working with local National Organizations
- Ability and willingness to travel into remote areas of South Sudan
- Local experience and contextual understanding of South Sudan and National Humanitarian Organisations will be added value
- 3 years minimum demonstrated experience in assessment, reforms and organization development of regional, international or national organisations as well as umbrellas organisations/Apex organisations.
- Senior Consultant(s) - Master's Degree in Administration and Management, Monitoring and Evaluations, Social Sciences or any other related area will be preferred.

Submission of the proposal: The proposals for this assignment will include two submissions; as electronic files submitted to JubaProcurement@christian-aid.org (in Pdf format) with a heading 'Capacity Assessment' as follows:

1. A technical proposal, containing:

The understanding of the ToR, the main goals and tasks of this assignment and of, the proposed methodology, team, detailed timetable, and steps to be undertaken.

The CV of the proposed consultants (education background, expertise and experience in relation with the scope of the assessment and the geographical location); with a description of why experience is relevant to the task and **using a matrix** indicate how

the proposed team complements each other as well as how they correspond to the profile.

Deadline: 18th September 2020

NB: Proposals will be reviewed on a rolling basis due to urgency.

