



CALL FOR CONSULTANCY 2025

TERMS OF REFERENCE (TOR) FOR END-TERM EVALUATION OF THE LIVELIHOODS ENHANCEMENT AND ADDRESSING PROTECTION CONCERNS IN SOUTH SUDAN (LEAPSS)

Position	End Line Evaluation Consultancy
Responsible To	Civil Society Development Program Manager
Location	Lakes state (Rumbek East, Rumbek Centre and Cueibet counties)
Project name	Livelihoods Enhancement and Addressing Protection Concerns in South Sudan (LEAPSS)
Provisional Time Frame:	20 Working Days
Tentative Start Dates:	19 th May – 13 th June 2025

1.0 INTRODUCTION

Norwegian People’s Aid (NPA) South Sudan is an International Non-Governmental Organization involved in humanitarian, relief and long-term development cooperation in South Sudan. NPA has worked in South Sudan since 1986 and currently runs two programmes; Civil Society Development (CSD) and Humanitarian and Resilience (HR).

The Norwegian People’s Aid’s Civil Society Development Programme (CSDP) has been implementing Livelihoods Enhancement and Addressing Protection concerns in South Sudan (LEAPSS) project in Lakes since 1st June 2022 in lakes state’s Rumbek East, Rumbek Centre and Cueibet counties activities with local civil society partners and networks in South Sudan. The project is funded by Swiss Cooperation for Development (SDC) with co-funding from Norwegian Ministry of Foreign Affairs (NMFA)

The Civil Society Development Programme implements the LEAPSS project together with 4 partners (National organisation) Lakes state. The findings of the End Line Evaluation will inform NPA and its partners’ in making evidence-based decisions for future program design and implementation, ensuring greater effectiveness and impact in addressing the needs of the target communities

2.0 DESCRIPTION OF THE PROJECT

The LEAPSS project is a three-year project (1st June 2022 – 31st May 2025) that builds on the previous SDC-funded project implemented by NPA in Rumbek East and Rumbek Centre counties in Lakes State from November 2020 to April 2022. Therefore, the same counties are targeted in the LEAPSS project. The planned project activities under four outcomes are being implemented in the same payams across the two counties to enhance synergy and complementarity while ensuring an integrated response in line with the Triple Nexus Approach (Humanitarian, Development and Peace building). with a co-funding from Norwegian Ministry of Foreign Affairs (NMFA), the same activities are extended to Cueibet county.

NPA followed a community-based approach by setting up beneficiary targeting committees that led the selection of eligible HHs that are extremely food insecure especially amongst Internally Displaced Persons (IDPs), returnees and host. Adolescent girls-headed households (HHs), female-headed HHs and HHs with adolescent girls at risk of SGBV are intentionally targeted in this project. NPA adopted participatory, vulnerability and rights-based approaches in selecting target beneficiaries through the community-based beneficiary selection committees. The project prioritised the most vulnerable and food-insecure HHs including female-headed HHs, adolescent girls-headed HHs, HHs affected by GBV, elderly and disabled-headed HHs thus, prioritization of assistance to those who most need it. This approach mitigates potential conflicts with regards to the targeting process through involvement of community representatives in the targeting process and sensitization of the communities on the project's selection criteria.

The target HHs receive cash assistance to improve their immediate access to food hence an accelerated path to resilience and sustainability through provision of livelihood inputs (seeds and tools) to restore food production and Income Generating Activity (IGA) cash grants to establish and reinvigorate businesses. The cash assistance supports the beneficiaries to access food during the lean season whilst their crops and vegetables are under production. Beneficiaries supported with IGA grants are encouraged to transition to VSLA's to ensure their livelihood activities are sustained beyond the project period.

The SGBV interventions target adolescent girls between the ages of 10 and 19 years who either fall into an "at risk" category (including adolescent heads of HHs or those out of school) or have experienced some form of SGBV previously and can be categorized as "survivors" (and who may for example be displaying signs of psychosocial distress). In addition, the project targeted parents, caregivers, families and community members – all of whom play an important role and have an influence – positive and negative – on and in the life of adolescent girls. Together with partners in the referral pathway, NPA targeted SGBV survivors using community-based survivor approach that aims to create a supportive environment in which a survivor's rights are upheld and in which they are treated with dignity and respect. The targeting of adolescent girls GBV survivors is done through public awareness raising and technical guidance by the SGBV Sub-Cluster on identification and caring for child survivors of sexual abuse in humanitarian settings.

Through peace building initiatives, support is provided to communities including women, youth and disadvantaged groups involved in political, peace, security and dialogues initiatives at community level and linking these with initiatives at county and state level for a higher chance of successful and sustainable peace and security because the opinions and concerns of those groups are elevated. Youth at risk of joining strange groups and with few options for education and



livelihoods are targeted through positive activities such as sports. The project engages stakeholders including youth organizations, Ministry of Peacebuilding and Reconciliation, Ministry of Gender, Child and Social Welfare, Ministry of Justice and Ministry of Youth, Sports and Culture at both national and local level.

2.1 GOAL OF THE PROJECT

The overall goal of this project is to contribute to the reduction of severe food insecurity and the prevention and mitigation of SGBV risks with a focus on the protection of adolescent girls in South Sudan.

2.2 OUTCOMES OF THE PROJECT

The Livelihoods Enhancement and Addressing Protection concerns in South Sudan (LEAPSS) project aims to achieve the following outcomes:

- **Outcome 1:** Improved food security and livelihoods among targeted HHs.
- **Outcome 2:** Improved safety, psychosocial and economic well-being of SGBV survivors or those at risk of violence.
- **Outcome 3:** Community change in harmful social norms and behavior that contributes to SGBV.
- **Outcome 4:** National and local authorities' policies and practices changed for the benefit of reduced inequality among target groups.

The LEAPSS project supports 1,350 vulnerable HHs comprising of approximately 8,10000 individuals with cash assistance during the three-year project duration. 450 HHs (2,700 individuals) will be supported per annum with each HH receiving cash assistance for a period of four months per year during the lean season (May to August). The procured and through its partner distributed high quality livelihood kits comprising of crop kits, vegetable kits and farming tools and equipment to 240 (80 per annum) vulnerable and food insecure HHs who are mobilized into farmer groups in the two target counties (Rumbek East /Centre). The 240 farmers are being selected from the target group of cash assistance beneficiaries.

The project also aims to support 900 adolescent girls per annum per Adolescent Girls' Friendly Space (AGFS) in order to build and strengthen their social relationships with peers, reduce stress, have fun, develop and explore new skills etc. This positively contribute to their psychosocial well-being and mental health. Over the three year-project period, about 5,400 adolescent girls will have participated in weekly sessions in the AGFS to learn about important life and inter-personal skills, such as teamwork, setting goals, inclusion, responsibility, resilience among other benefits. The purpose of this activity is to support the adolescent girls to develop active and healthy habits as well as life and leadership skills.



NPA recognizes that there is further need for reinforced local partners' action to protect beneficiaries of humanitarian assistance from Sexual Exploitation and Abuse (SEA). In 2021, NPA through its partners mainstreamed Prevention Sexual Exploitation and Abuse (PSEA) and is continuing to support strengthening and operationalizing of the tools and instruments established. NPA in coordination with its partners developed PSEA policies and practices aimed at ending SEA and ensure that such related allegations are responded to in a timely and appropriate manner. Relatedly, awareness creation on basic human rights principles / bill of rights, targeting 600 secondary school pupils in the targeted counties is been conducted.

3.0 PURPOSE OF THE END TERM EVALUATION:

The main purpose of the End-Term Evaluation (ETE) consultancy is to determine whether the LEAPSS project is contributing to the changes that it is designed to result in, and to examine those aspects of the project that are contributing to or hindering its success. The ETE aims to provide an understanding of the project performance, accountability to stakeholders, learning and evidence-based decision making and management by stakeholders of the project. In this consultancy, the ETE will compare performance of the project to date against the baseline data to enable a meaningful conclusion about the project. ETE will also draw lessons learnt during the implementation of the project and provide recommendations for improving the strategies for implementation of such similar project in the future. Similarly, the ETE will help identify important factors that were either enabling or delaying the delivery of the expected results of the project.

3.1 SPECIFIC OBJECTIVES OF THE END TERM EVALUATION

The specific objectives of the evaluation include but aren't limited to:

- i. *Assess progress in implementation of the project according to the designed (assess the extent to which the project outputs have been achieved considering the indicators given in the project document).*
- ii. *Assess progress towards achievement of objectives of the project (evaluate the level of contribution of the outputs towards the achievement of the expected project outcomes and impact)*
- iii. *Assess if interventions are sufficient to result into the desired outcomes of the project (assess the extent to which series of activities conducted results into outputs and outcomes respectively)*
- iv. *Identify important opportunities and barriers to the achievement of project objectives.*
- v. *Provide recommendable actions to guide a similar program towards achievement of the objectives of the project.*
- vi. *To examine the extent to which the project's design and implementation fostered collaboration and coherence across humanitarian, development, and peacebuilding approaches in addressing the interconnected challenges of livelihoods, protection (including*



SGBV), and youth rights in the target communities, and to identify lessons learned for more integrated programming in future interventions

- vii. *Assess the effectiveness of the integrated interventions in addressing Protection and SGBV concerns, enhancing protection mechanisms (including access to justice and support services), and promoting the realization of youth rights within the target communities, as perceived by beneficiaries and key stakeholders.*

4.0 METHODOLOGY FOR THE EVALUATION

The evaluation consultancy will be guided by the principles and standards of the OECD / DAC for a participatory, credible, valid, gender sensitive and fairer evaluation. The evaluation employs both quantitative and qualitative research methods to enhance the understanding of the research (the why and the what) thus enabling compare and contrast results and gain much deeper insights. The methods selected shall conform to the humanitarian standards (sphere standards) notably the “Do No Harm” principles which mandates that NPA takes measures to prevent and alleviate any adverse consequences of its actions on the affected populations.

In the development of the evaluation design and methodology, correct research ethics must be applied by the successful firm and or individual. The methods shall be inclusive and respect the social and cultural context of the target locations. The key stakeholders to support the evaluation aren't limited to the affiliated ministries (Ministry of Agriculture and forestry, Ministry of livestock and Fisheries, Ministry of gender, social welfare and religious affairs, Relief and Rehabilitation commission (RRC), Norwegian People's Aid (NPA), beneficiaries and other stakeholders.

The successful firm / individual will use robust, and valid research approaches in conducting the evaluation. The quantitative data will be collected digitally using online platform configured into smart phones. The evaluation will employ a participatory approach and use both quantitative and qualitative data help to scrutinize the objectives of the evaluation. Both primary and secondary data will be used in this assessment. Primary data will be collected by survey from representative target households, Key Informant Interview and Focus Group Discussion with different community groups (male, female, male and female, youth), government line departments, and other stakeholders is also used.

Similarly, observation (on field observation) can help triangulate the data. Secondary data from projects and government reports, research papers, proceedings of journals can be used. Details of methodologies to be used are as follows:

- *Household survey (both targeted and control group) using a standardized questionnaire*
- *Focus group discussion (FGD) with men, women, men and women, and youth groups project beneficiaries, including with partner representatives from each partner organisation to understand their perspective, experiences and contributions.*
- *Conduct Key Informant Interviews (KIIs) with key stakeholders from community members, partners organisations and government departments.*



- Review of projects documents such as projects proposal or plan, semi-annual reports (both progress and financial),
- Discussion and consultation with concerned government line sector offices including grass root government structures;
- On field observation and project site visit physical activities at sites
- Discussion with projects' staff
- Conduct validation workshop/debriefing with all stakeholders and community representatives at the projects level and or Juba level with field staff virtually participating in the debriefing.
- Debriefings of the findings to NPA Juba virtually if possible together with key field staff, HoSO - Rumbek, Team leaders, Key project officers.

5.0 KEY EVALUATION QUESTIONS

The End-term Evaluation (ETE) of the project will be assessed under the DAC-OECD evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability;

a) Relevance

- i. How does the project fit to the relevant strategic reference frameworks (national, international level?)
- ii. Did the project conception respond to the core needs of the identified target groups?
- iii. Is the project design (activities, tools and methods) adequate for addressing the identified need?
- iv. To what extent are the objectives of the project still valid today?
- v. Were the needs of the communities/project participants assessed well?
- vi. Were the objectives of the program or project relevant to the needs?
- vii. Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- viii. Are the outputs and or outcomes of the programme consistent with the intended impacts and effects?

b) Effectiveness

- i. To what extent have the project objectives and indicators been achieved to date /are likely to be achieved?
- ii. How do the activities and outputs of the projects contribute to the achievement of the project objectives (outcome)?
- iii. To what extent were the selected target groups reached?
- iv. How was participation and ownership amongst the different target groups? How far were women involved in the local processes?
- v. What were the major factors influencing the achievement or non-achievement of the objectives?
- vi. How did the implementation of this project affect relationships with/in the community, other stakeholders and between staff?
- vii. How effectively has the project been managed and coordinated by NPA?

c) Efficiency

- i. *Were activities implemented cost-efficient?*
- ii. *Document which intervention(s) and or set of interventions produces efficient results for improved outcome achievements?*
- iii. *How does the efficiency of implementation compare to other projects of this nature? Or Was the programme or project implemented in the most efficient way compared to alternatives?*
- iv. *Were project objectives achieved on time? (this is in regards to the implementation period so far covered)?*
- v. *Do the outcomes of the project represent value for money?*
- vi. *Was the project design timely in responding to the needs on the ground?*
- vii. *Were the activities timely implemented compared to the project work plan?*
- viii. *Were funds available on time during the implementation of the project activities?*

d) Impact

- i. *What has happened as a result of the programme or project?*
- ii. *What other factors have also contributed to impact?*
- iii. *What real difference has the activity made to the communities involved?*
- iv. *How has community resilience been affected?*
- v. *How have people's lives been changed and how many people have been affected?*

e) Sustainability

- i. *To what extent will or did the benefits of the project continue after the project is finished?*
- ii. *What are/were the major factors which influence/d the achievement or non-achievement of sustainability of the project?*
- iii. *How much of the impact will continue beyond the life of the project and what is being done to ensure that this occurs?*

f) Learning and recommendations

- i. *Identify and document lessons learnt & best practices so as to understand what has and what has not worked.*
- ii. *Identify innovations as well as best/promising practices/ new programming opportunities to inform future design of interventions.*
- iii. *Document key findings and recommendations to inform stakeholders and as well the next implementation period including thematic integration and partnership strengthening.*
- iv. *What approaches taken by the projects can be regarded as innovative or as appropriate adaptations of good practice? What lessons could be used beyond the projects period and worth for the next phase? What lessons and good practices could be scaled up beyond the projects?*

6.0 PRIMARY RESPONSIBILITY OF THE CONSULTANT

The successful consultant team will be primarily responsible to:




- Develop/design a methodology and survey with consideration of the basic Methodology described under point 3, including development of a questionnaire for HH surveys, a checklist and tools for group interaction including FGD with target beneficiaries and stakeholders.
- Share the ETE assessment plan, develop a study design including process, methods and questionnaires/checklist with NPA, collect feedback before finalizing the study design.
- Development of ETE questionnaires to support the data collection by different methodologies in the assessment.
- Pre-test questionnaires and other tools before deploying to the field.
- Debrief/discuss with the project team about the effectiveness of the questionnaire, checklists and other tools used in pre-test. Collect feedback and finalize them.
- Orient, train and supervise the enumerators during data collection
- Carryout fieldwork together with the enumerators.
- Ensure quality of information collected from the field, cross check the validity of data collected and verify/revise where needed.
- Data entry, translation (English) and analysis of data collected. However, preference is given to the on-line data collection on tools like Kobo collect.
- Update progress of the study to NPA's Programme Manager – Civil Society Development.
- Update NPA in case of any emerging issues related to the survey arising during its development, Implementation.
- Prepare an ETE report, setting relevant values for the ETE to share with NPA project team, project staffs and collect their feedback;
- Presentation of major findings to NPA and collect feedback.
- Prepare the final report incorporating feedback, suggestions and submission of the final report (a compiled version of the report – both hard copy and electronic version in word format) by the date given below.
- Collaboration with the NPA project team to develop practical guidelines including questionnaires, household surveys for ongoing monitoring of project progress against indicators, based on the final ETE report.
- Training of NPA project staff and partner staff on information collection and monitoring including household surveys, key informant interviews, conducting focus group discussions, data analysis and reporting in order to develop capacity of the NPA project staff and partner staff for measuring and monitoring project progress against indicators. Detailed content and schedule of capacity building training has to be organized in consultation with NPA.

- Incorporate stakeholder/expert comments into the draft evaluation report and submit final report.
- Present the final evaluation report to NPA. The final report should be submitted to NPA South Sudan in both hard and soft copies.

7.0 KEY DELIVERABLES, SCOPE OF WORK AND STAKEHOLDERS

Key Stakeholders for the evaluation; Affected Community representatives, SGBV Response Service Providers, State level Food Security and Livelihoods Cluster, Relief and Rehabilitation Commission, Line ministries (state / National); (State Ministry of Agriculture / Forestry, Ministry of Livestock and Fisheries, Ministry of Gender, Social Welfare and Religious Affairs, Ministry of Education, County Agriculture Department, County Education Office, County office of Social Welfare and Religious affairs, community leaders among others.

SCOPE OF WORK	EXPECTED DELIVERABLE
<ul style="list-style-type: none"> • Hold a consultative meeting with staff and management of NPA in Juba, staff at field level and other key stakeholders including relevant government departments of Agriculture and rural development. In this meeting, both parties will discuss and iron out major issues regarding the MTE implementation that includes key expected deliverables etc. 	<p>Inception report within one week after signing contract.</p>
<ul style="list-style-type: none"> • Work with NPA staff to develop questionnaires, prepare the sample size, identify and train the survey enumerators on use of Mobile Data Collection tools (Tablets/ smartphones), survey questionnaires and methodology 	<p>Data collection tools <i>(Qualitative and Quantitative data collection tools)</i></p>
<ul style="list-style-type: none"> • Hold Focus group discussions (FGD), Key informant interviews (KII) and conduct household interviews through use of household questionnaires with project direct beneficiaries and stakeholders. The household interviews shall be conducted using mobile / tablet tools; Kobo collect, ODK. 	<p>Raw data <i>(Quantitative data presented in form of analyse excel sheet and qualitative data presented in words documents for possible future use).</i></p>
<ul style="list-style-type: none"> • Validation workshop with NPA and key stakeholder's relevant government departments from field offices and at Juba office upon completion of data collection processes. The field staff may participate virtually. 	<p>Preliminary Report</p>
<ul style="list-style-type: none"> • Preparation of a detailed ETE report of not more than 40 pages of the main body excluding annexes. The report should contain very clearly detailed values for all project indicators at Impact, Outcomes and Outputs level with a table detailing these values presented in a matrix should form part of the executive summary in the report. 	<p>Final ETE report <i>(Including list of Annexes)</i></p>



8.o RESPONSIBILITIES OF NORWEGIAN PEOPLE'S AID (NPA).

The Norwegian People's Aid will be responsible to;

- Provide payment and cover other necessary cost with the survey enumerators.
- Provide/ assigned staffs for coordination on planning of the survey.
- Provide vehicles to facilitates the data collection processes.
- Provide flights/ transport to and from field location including other required legal documents. for foreign nationals for this consultancy.
- Provide population data for sampling for the target location.
- Provide survey enumerators training materials (flip chart, note books, marker pens, projector and training space).
- Facilitates the piloting of developed tools/questionnaires after enumerators' trainings.
- Provide relevant security briefings and organize relevant travel permits if required.
- Provide accommodation to the consultant at the field, but NPA won't provide meals.
- Supervision of the evaluation process including working with the team- mainly Programme Manager – Civil Society Development (CSD) for operational and M & E coordinator for technical support respectively.

9.o REPORTING:

- The consultant will be required to report on regular basis to the Civil Society Development - Programme Manager.
- All written deliverables produced under this work order shall be submitted as scheduled to NPA Programme manager - Society Development or Monitoring and Evaluation Coordinator in both electronic formats, using MS Word and PDF, and printed hard copies.
- Changes in the scope of work shall require prior discussion and approval by NPA and shall be defined in writing.

10.o CONDITIONS OF WORK:

- During the period of this consultancy, the consultant will be based in NPA Field office or hire accommodation with frequent travel to field locations for data collection, supervisions and monitoring. He will be asked to have overnight in the far counties of the target project sites under NPA cost if in hotel and or in NPA guest house.



- The consultant will be required to abide by NPA security procedures and other relevant policies, e.g. Code of Conduct, Conflicts of Interest, which are outlined in the contract for this Job.
- NPA won't allow paper work questionnaire data collection due to time constraints and related challenges.
- All raw data collected and reports generated will remain the property of the Norwegian Peoples Aid- NPA and the consultant will have no any rights of ownership after the end of the survey.

11.0 TIME FRAME:

- This assignment will last approximately for 21 days starting from 19th May – 08th June 2025
- The timeframe assumes data collection with electronic handsets, and as such does not include time for data entry.
- The overall work should be completed in not more than 21 days including the final approved report for the evaluation.
- NPA reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder.

12.0 EXPERIENCE AND QUALIFICATION

- The team Leader (TL) / lead consultant should possess extensive work experience of at least 5 years and in-depth knowledge of or have experience in GBV/protection and food security and livelihood in particular, conducting evaluations and surveys.
- The team leader / lead consultant should at least have a post graduate degree in agriculture, statistics, economics, Monitoring and Evaluation, Law or social studies, social work and Administration.
- Preference will be given to applicants who possess past experience working with INGOs and conducting similar evaluations / surveys in South Sudan.
- In case, Co-consultant should possess educational background at bachelors' level, and work experiences of at least 3 years in evaluation / surveys in South Sudan. Consultant's experience in capacity building on monitoring systems is also required.
- Registered South Sudanese firms are encouraged to apply. Firms in the Eastern African region will be given preference to other regions.

All applicants should include the following:



- **Technical proposal:** The technical proposal should include;
 - Brief explanation about the lead and associate consultants with particular emphasis on previous experience in this kind of work.
 - Concise and precise previous similar assignments for firms
 - Understanding of TOR and the task to be accomplished in the consultancy
 - Proposed methodology for the evaluation mentioning the targeted populations for the various methods
 - Draft work/implementation plan for the evaluation including number of days for this assignment.
- **Financial proposal:** The financial proposal should contain the details on how much the consultant intend to achieve on the consultancy, the estimated amount of money needed for the consultancy, how that estimated amount / money will be used.
- The financial proposal should only costs that aren't covered by NPA according to the ToR.
- **A written submission on understanding of TOR, methodology / approach the consultant will use;** time and time-bound activity schedule, financial issues (budget, number of people he/she will hire, costs per activity line – people, logistics etc.)
- **Organizational** (if it is a company applying) or **personal capacity statement** (if it is an individual that will hire data collectors, data collectors are covered by NPA based on the policy on casual contracts)
- Resume and 3 references preferably at the most recent employer / organisation / company.
- Share copies of legal practice e.g. certificate of incorporation, current Licence 2025.

13.0 PAYMENT SCHEDULE

The payment schedule is subject to NPA policy, and to be detailed in contract to be sign with consultant. The payment shall be made in 30% after signing contract and accepted inception report and 70% after approved final evaluation report.

14.0 SUBMISSION

Interested applicants should submit application by email to rss-tenders@npaid.org

Or hand delivery to the NPA Head Office, Martyrs Street (opposite UNICEF) South Sudan, Juba.

Applications submitted after 4:00PM Central African Time on Friday 16th May 2025, will not be considered.

