

Terms of Reference for Final External Evaluation

Building Resilience of Crisis affected communities in Jonglei and Lake state.

Project summary

Title of the project	Building Resilience of Crisis affected communities in Jonglei and Lake state
Donor	BMZ
Partners	DARD,
Strategic technical areas	50% food security, 20% Reconstruction/WASH, 15% peaceful and inclusive coexistence, 15% disaster risk management
Program impact	Building resilience of targeted crisis affected communities through improved food security, income and basic infrastructure and management of risks and shocks for an inclusive and peaceful societies
Project outcomes /pathways	<ol style="list-style-type: none"> 1. Enhancing market-oriented agricultural, livestock and fishery production through provision of inputs and capacity building to rural farmers and fisher folks towards increasing productivity to meet local demand for food and market. 2. Targeted communities have improved access to Climate friendly sustainable Water, sanitation, and Hygiene promotion services 3. Targeted communities have strengthened their local capacity and mechanisms for the management of threats, Risks and Local Conflicts.
Location	Lankien (Thol Payam, Pultruk Payam, Pading Payam, Nyambor and Waat Payam), Wulu (Domoloto Payam, Bhar gel Payam and Makundi Payams) and Akobo (Bilkey, Denjock, Gakdong and Nyandit Payams)
Project period	1st September 2022 – 31st August 2025 (36 months)
Project Targets	Vulnerable host communities (75%), internally displaced persons (15%) and returnees (10%); reaching at least 60% women-headed households.

1. GENERAL INFORMATION

1.2 Project background and Context

Context

The security situation in South Sudan has further deteriorated, with intensifying armed clashes, airstrikes, and intercommunal violence, particularly in Upper Nile state. The conflict in Nasir County has deepened nationwide instability, while continued delays in implementing the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) are fuelling political uncertainty. Ongoing power-sharing disputes, rising ethnic tensions, cross-border incursions from Sudan, and complex regional dynamics are compounding the crisis and heightening risks to humanitarian operations.



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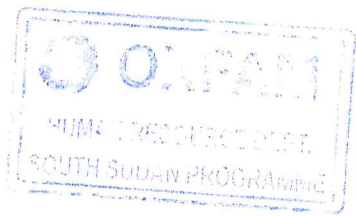
A severe funding shortfall has left the 2025 Humanitarian Needs and Response Plan (HNRP) only 10 per cent funded, leading to cuts in essential services, including maternal health, sexual and reproductive health, and gender-based violence prevention and response. The suspension of U.S. aid, alongside broader donor reductions, is further compounding vulnerabilities and escalating both humanitarian and security risks.

The security situation has rapidly deteriorated, following intensified clashes between the South Sudan People's Defense Forces (SSPDF) and White Army militias affiliated with the Sudan People's Liberation Movement-in-Opposition (SPLM-IO). These confrontations have led to significant civilian casualties and widespread displacement. Political tensions have further escalated following the reported house arrests and removal of senior SPLM-IO officials, drawing international concern and placing further strain on the fragile coalition government formed under the 2018 peace agreement. Meanwhile, the humanitarian crisis in South Sudan continues to deepen, with over two-thirds of the population in need of assistance. Women and girls are disproportionately affected, facing increasing barriers to accessing life-saving SRH services and protection from GBV. The ongoing influx of refugees from neighbouring Sudan is placing further strain on already overstretched resources, while continued violence is disrupting aid delivery and limiting access to critical services. The healthcare system remains overwhelmed and underfunded, leaving many women without access to maternal care or GBV support. South Sudan is also grappling with a severe economic crisis: 76 per cent of the population lives below the poverty line, and the collapse of oil production since February 2024 has brought basic public services to a halt. Civil servants and armed forces have gone unpaid for over a year. With a projected 11.7 per cent GDP deficit in FY24/25 and inflation reaching 105 per cent in 2024, the cost-of-living crisis is worsening food insecurity and further eroding the resilience of women, girls, and vulnerable communities.

According to the Food security cluster during the period of April to July 2025, the food security situation is expected to deteriorate with the arrival of the lean season. It is likely that an estimated 7.69 million people (57 percent of the population analysed) will be in Phase 3 or above. This will include 2.53 million people likely to be in Phase 4 and 63,000 people likely to be in Phase 5 (Catastrophe). During this period, 44 counties and an estimated 252,000 returnees (40 percent) are likely to face Phase 4, 32 counties are expected to be in Phase 3, and three will likely be in Phase 2. Aggravating factors include the seasonal depletion of harvested food stocks by majority of the households and increased reliance on markets - resulting high food prices.

Lack of access to WASH infrastructure in South Sudan had increased vulnerability and exposed communities to increased water-related illnesses. Shocks, IDP camps and returnee movement has increased WASH access burden due to high-density population locations, overwhelming services. The 2024 ISNA suggests that rural sanitation is significantly underserved, with over 60 per cent practicing open defecation. Watery diarrhea is chronic, particularly in counties identified with high rates of open defecation and lack of access to rural WASH services. In 2024, hygiene issues identified include safe water storage, overall hygiene habits and access to soap. Meanwhile the 2024 FSNMS reported 25 per cent of women and girls felt unsafe when accessing WASH facilities.

The targeted project locations: Jonglei state (Nyirrol, Akobo) and Lake states (Wulu) have a very poor road network and even more worse during the peak rainy season to deplorable conditions. The terrain is quite flat and



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characterised with a very low altitude that makes the locations flood risk. There is existence of schools, health facilities and very limited water infrastructure and most of the services in the public facilities such as health, education and safe water is covered by the humanitarian partners as the government has limited capacity in terms of human resources and funding to these critical sectors. The transport link is very weak due to poor road network, water navigation and lack of road transport services.

Project Background

Oxfam and partners proposed a project titled “**Building Resilience of Crisis affected communities in Jonglei and Lake state** to build resilience through sustainable livelihoods, Good Governance and WASH. Oxfam has implemented the project in partnership with one national NGOs and led the overall project implementation and coordination while focusing on the three outcomes (food security and livelihood, WASH & good governance) whereas the one national NGOs were engaged in the food security& livelihood, and good governance outcomes.

This would be achieved through:

1. Enhancing market-oriented agricultural, livestock and fishery production through provision of inputs and capacity building to rural farmers and fisher folks towards increasing productivity to meet local demand for food and market. Strengthening inclusive participation and gender responsive local leadership to ensure resilient education systems and sustainable livelihoods.
2. Targeted communities have improved access to Climate friendly Sustainable Water, sanitation and Hygiene promotion services.
3. Targeted communities have strengthened their local capacity and mechanisms for the management of threats, Risks and Local Conflicts.

The project is implemented in Rumbek, Akobo and Lankien from September 2022 to August 2025. The programme is funded under BMZ and had an initial total budget of 4.5 million Euros and there was a Top up amounting to 300,000 Euros which was later added to the budget.

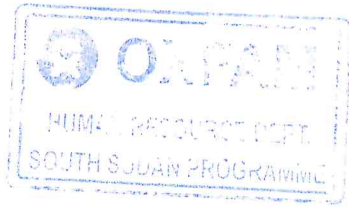
EVALUATION

2.1 Purpose of the final evaluation

Oxfam has planned a final external evaluation to be undertaken as part of a culture of learning and accountability, in coordination between Oxfam Germany, Oxfam South Sudan and in partnership with the project local partners. The final evaluation will assess the project’s performance and achievements vis-à-vis the project’s overall objectives and impact. In addition, the report will generate lessons learned from the implementation of the project’s activities for future programming and will develop specific recommendations with and for major stakeholders.

The primary intended users of the evaluation are Oxfam, project local partners and other stakeholders including the community members, Relief and Rehabilitation Commission (**RRC**), Ministry of Agriculture and Food Security, Ministry of Peace Building, Ministry of Gender Child and Social Welfare, The Ministry of Water Resources and Irrigation, BMZ Donors, local authorities in the project locations.

2.2 Scope of the Evaluation



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The evaluation will be guided by Oxfam evaluation policy and the DAC criteria for evaluating development assistance. The evaluation will cover the entire project period from its inception in September 2022 to its conclusion in August 2025.

The evaluation will diagnose and analyse issues and formulate a concrete and viable set of recommendations.

This will include a review of background activities towards field interventions, in the three project areas, namely: Lankien, Rumbek (Wulu), and Akobo. The review will cover both Oxfam South Sudan and partner-led components: Rehabilitation and Development (DARD),

The consultancy team is expected to conduct in-depth evaluation of the strategies employed by the project and how they contributed to the changes achieved.

2.3 Evaluation objective: Criteria and questions

The purpose of the Evaluation is to assess the level of impact in line with project design and implementation period (September 2022 -August 2025) by assessing the level of achievements made against the goal, outcome, and output level objectives, and to examine the key achievements, successes across the phases (changes in baseline vs endline results, implementation, monitoring and transition/exit processes) and lessons and to determine the reasons for success or lack thereof, draw lessons and recommendations for improved performance in future similar interventions. More specifically, we would like to focus on:

- Evaluating the effectiveness of the project by investigating the ToC and how did the project achieve its intended results and validity of its assumptions.
- Assess if and how the project ensures sustainability of the results achieved
- Determine both the qualitative and quantitative measurements of indicators as in the project result framework
- Evaluate the internal and external coherence of the project intervention and if and how the project ensured equitable partnerships

Evaluation Questions

The evaluation will be guided by the following key guiding questions. However, the evaluation team is not limited to them. The refining and further elaboration of the questions is incumbent on the evaluation team:

Relevance and coherence:

1. To what extent has the project objectives and design responded to target beneficiaries/communities, BMZ development cooperation strategy, the national development priorities of South Sudan, Oxfam and partner, needs policies and priorities and have they continued to do so if/when circumstances have changed?
 - o Gender perspective: To what extent has the project accounted for gender differences and female/empowerment when developing and implementing project interventions? How are gender considerations mainstreamed into project interventions? Suggest measures to strengthen the project's gender approach.
 - o Assessment of programmatic approaches outlined in the proposal and their interlinkages skills based diversified livelihoods, resilience, gender justice, conflict sensitive and safe programming, climate and environmental) and how they were operationalized in the project implementation. For example, how has Oxfam operationalized the one program approach, integrating, livelihoods and resilience activities.



2. To what extent have lessons learned from what works well and less well been used to adapt appropriately intervention implementation?
3. How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?
 - To what extent has the project strengthened resilience and addressed the root causes of humanitarian challenges through a triple nexus approach in the different project locations, while pointing to possible remaining gaps across co-ordination, programming, and financing.

Effectiveness:

4. To what extent has the intervention achieved, or is expected to achieve, its expected outcomes and objectives, including any differential results across groups?
5. The extent to which the project design is logical and coherent.
6. What were its main results and the learning from the Top up grant (if any) from its implementation.

Efficiency:

7. To what extent has the intervention delivered results efficiently and cost effectively, timely way and been able to adapt to any changing conditions to date?
 - Adequacy of management arrangements and capacities (including staffing structure) put in place supports the achievements of results. With focus on the support provided by Oxfam (South Sudan, Germany and GB), reviewers are to assess the role of Oxfam against the requirements set out (for example, field visits/monitoring and support, Project Oversight Group, reporting, planning and budgeting, technical guidance and learning, communication and advocacy etc.), including the quality assurance elements. Assess the contribution to the project from Oxfam assistance on advocacy, communication, and coordination.
 - Partnerships: Assess how *implementing partners* are involved in the project implementation and management and are performing on the project, as well as the extent of their interaction and cooperation together for greater impact. Does the implementing partner recognize itself as active a partner in a joint initiative? Does the implementing partner take advantage of its individual capacities to reach optimized results?
 - Assess how *local stakeholders* and community groups participate in the project (example the Peace Committees as part of the non-state actors in Disaster Risk Reduction and general community governance etc.) and include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement if necessary. Identify opportunities for stronger substantive partnerships between the key stakeholders of the project.
 - Adequacy of monitoring and accountability systems: Assess the monitoring tools being used to determine whether they provide the necessary information, involve implementing partners, are efficient or whether additional tools are required to adequately track the project. Assess if the project has a well- established and functional accountability mechanism (this includes information sharing, transparency, complaints and feedback management).
8. To what extent have project-level monitoring and evaluation systems, reporting, and project communications supported the progress towards outcomes and contribute to learning?

Impact:

9. To what extent has the project generated significant positive or negative, intended or unintended, high-level effects?



Sustainability:



10. To what extent will the net benefits of the intervention continue, or are likely to continue? What are the major contributing factors that influence the achievement/non-achievement of the sustainability of the project (for example, through the creation of structures, ownership, linkages and synergies with other interventions, and capacity building of project implementing partners and stakeholders at the local and national levels, etc.).

2.4 Methodology

It is expected that the evaluator will describe and justify an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. The evaluator is to present an approach/methodology that provides evidence to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations and mitigation measures to address them presented in the tender. A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used. Oxfam would like the evaluation to be *utilization-focused* and it is expected that the evaluation will advise how intended users are to participate in and contribute to the evaluation process. It is expected that the evaluation will use both qualitative and quantitative methods to support all findings and recommendations. Wherever feasible, consultants will gather success stories documenting perceptions of change and document them in the report.

2.5 Evaluation Management

This evaluation is commissioned by Oxfam South Sudan and will be coordinated by South Sudan's Program Quality Coordinator. A steering group will be formed which will review and approve the ToR for this evaluation. Thereafter the steering group will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.6 Evaluation quality

The evaluation shall conform to Oxfam Quality Standards for Evaluation. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Expected Timeframe and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the local insecurity situation, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out [1st July to 30th July 2025]. The timing of any field visits, surveys and interviews needs to be agreed with Oxfam during the inception phase. The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
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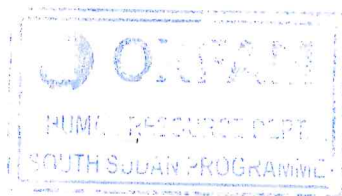


1. Start-up meeting/s	Oxfam South Sudan steering team and the Consultant team	3 rd June 2025
2. Draft inception report- This report will include in detail: the key scope of the work and detailed study methodology, the data collection tools, a work plan/schedule of tasks designating a team member with the lead responsibility for each task and deliverable (output), sources of data, and a data reporting plan.	Evaluators	10 th June 2025
3. Inception meeting to address Oxfam comments- virtual <ul style="list-style-type: none">Detailed methodology and data collection tools to be usedRoles and responsibilities of the team members and description of their respective rolesA complete work plan for the data collection and review periodAgree on the final report layout	Evaluators, Oxfam South Sudan steering team and DARD	16 th June 2025
4. Data collection (Rumbek, Lankien and Akobo), analysis, report writing and quality assurance	Evaluators	19 th -27 th June 2025
5. Debriefing/validation workshop (online)- Power-point presentation of the key preliminary findings of the evaluation and recommendations	Oxfam South Sudan, and partner	8 th July 2025
6. Draft evaluation report The draft report shall be written in English and should be no more than a maximum of 40 pages excluding annexes. The final report should have clear structure and follow the layout format of the reporting template provided (see Annex C). The executive summary should be maximum 3-5 pages understandable as a stand-alone document.	Evaluators	15 th July 2025
7. Final evaluation report revised according to Oxfam comments	Evaluators	18 th July 2025
8. Evaluation presentation- online virtual presentation	Oxfam South Sudan, and partner	23 rd July 2025

2 EVALUATION TEAM SPECIFICATION

The evaluation team shall include the following competencies:

Education



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- A master's degree or higher in a relevant field in Public Policy, International Development, Development Economics/Planning, Economic, Public Administration, and Management and in any other related university degree.

Experience

- A minimum of ten years' experience, expertise and knowledge in the field of evaluation of development programmes related to sectors, quantitative and qualitative research and analysis
- Extensive experience in working with international organizations and donors, relevant expertise in education and livelihoods programming and practices
- Experience of programme formulation, monitoring and evaluation of education and livelihoods programming
- Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations
- Experience in assessing organizational capacity and gaps and ability to recommend the corrective measures.
- Demonstrated excellent written and spoken communication skills in English
- Good understanding and knowledge of South Sudan context and crises and resulting challenge

The proposals will be evaluated according to the following criteria.

- a) Technical proposal (20%)
- b) Financial proposal (10%)
- c) Proposed personnel for the assignment (30%)
- d) Consultancy firm/organization capacity (10%)
- e) Demonstrated experience with contactable references in evaluation of Resilience programs focused on livelihoods and Governance projects/programmes (skills and experience at Masters' Level or higher) (30%)
- f) Experience in actual on ground programming work with NGOs, UN, or donors will be an added advantage.

3 FINANCIAL AND HUMAN RESOURCES

The maximum budget amount available for the evaluation is 17,000 Euros. The consultant/consulting firm will submit a financial proposal that indicates all-inclusive costs for conducting the evaluation. The consulting firm shall bear all costs associated with the preparation and submission of the proposal. All costs should be quoted in USD and will remain valid up to sixty days (60) from the day of proposal submission.

Invoicing and payment shall be managed according to the following:

1. 25% upon approval of the inception report, submitted after signing of the contract and a preparatory meeting. This report will outline in detail the key scope of the work and detailed study methodology and data collection tools; a work plan/schedule of tasks designating a team member with the lead responsibility for each task and deliverable (output); sources of data; and a data reporting plan.
2. 50% upon approval of the draft final evaluation report
3. 25% upon finalization of the final evaluation report approved by Oxfam Germany, capturing all findings, recommendations and lessons learned from the final evaluation (in English- using guidelines on content outlined in Annex C). Issues requiring management response should be clearly outlined. The Report length should not exceed 40 pages in total (excluding annexes). The executive summary should be maximum 3-5 pages understandable as a stand-alone document.

All the outputs –reports, data base, etc, produced under this assignment will not be disseminated in part or whole without authority from Oxfam South Sudan. Thus, the consultant firm shall not produce these materials in any form



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(electronic, hard copies, etc) to a third party without written permission from Oxfam Denmark. The consultancy firm shall handover to Oxfam South Sudan a clean data set and transcriptions of the data gathered.

Relevant BMZ project documentation will be provided by Oxfam South Sudan in the inception phase.

The evaluation team will be responsible for its own travel itinerary to South Sudan and necessary security arrangements. Oxfam South Sudan will be contracting the evaluation team and coordinating on travel arrangements for in - country travel.

Oxfam South Sudan will support and facilitate the data collection and help in coordination with the different stakeholders. If required, Oxfam South Sudan will assist in arranging stakeholder interviews, support identifying beneficiaries for different interviews, in-country transportation arrangements including the booking of UNHAS flights, identifying enumerators and translators in the data collection locations, availing training facilities for enumerators/translators, organizing of the cost of translators and enumerators related to the data collection, coordinating meetings with relevant government counterparts or other stakeholders, and obtaining the needed approvals.

4 EXPRESSION OF INTEREST

Interested consultants must submit:

1. A cover letter including an expression of interest and related experience,
2. Technical proposal (maximum eight pages), including consultants understanding of the TOR, clear and elaborate workplan, CVs for all the consultant(s) proposed and proposed capacity of any complementary staff, and organizational capacity statement, experience and activities related to project/programme evaluations.
3. Financial proposal and including a suggested schedule of payments
4. Applications should include 3 organizations that will act as professional references
5. Two copies of similar samples of written work and relevant evaluations undertaken in the last 3 years
6. Registration and tax clearances certificates.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the combined scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant(s) receiving the Highest Combined Score may be invited for interviews.

Interested applicants must submit their proposal with all required documents merged in one standalone file including all them by 13th June 2025 to the following email JubaQuotations@oxfam.org.uk

Incomplete applications or applications received after the closing date will not be given consideration. Please note that only applicants who are shorted listed will be contacted.

7. ANNEXES

Annex A: List of key documentation

1. Project document and relevant annexes
2. Annual reports- narrative, financial, Audit reports

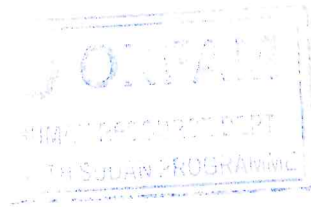


3. Partner meeting minutes
4. Studies produced under this project
5. BMZ bi-annual meeting minutes

The consultant will be encouraged to identify any other sources for appropriate additional information that may be required to supplement what is provided by the project

More specifically the target groups are:

- 2800 HHs provided with selected agricultural seeds and tools (G/nuts/Maize and sorghum) for Lakes and (sorghum and maize)
- 34 groups (1700 HHs) provided with inland marine fishing gears and preservation materials.
- 4500 individuals supported with capacity building to improve production practices and marketing.
- 15 groups of women provided with market-oriented vegetable seeds and solar irrigation equipment to boost vegetable production
- 300 households provided with beehives, personal protective equipment and processing/packaging material.
- 12 groups supported to increase collection and processing of lulu fruits
- 320 individuals supported with life skills and provided with start-up capital for starting the businesses in tailoring, welding and fabrication etc
- 1,834 HHs supported with goats to diversify income sources.
- A total of 8 tricycles provided to farmers' cooperative groups to support in collection and marketing of produce.
- Construction of 3 market infrastructure (storage facility and fish market stall)
- Construction of 4 new solar powered, motorised and flood-proofed water sources/boreholes, water transmission pipeline, storage and kiosks for use in supplying drinking water, other domestic hygiene and irrigation
- Repair and rehabilitation of 25 existing but non-functional water sources/handpumps
- Capacity building of 30 community water management/market committees
- Capacity building of 120 community village pump mechanics including support with basic mechanic tools.
- Construction of 5 shared climate resilient public toilets and adopt a market-based approach in the O&M by the market committees
- Repair of existing but broken sanitation facilities in marketplaces (30 latrine stances)
- Equip existing marketplaces with 50 handwashing facilities complete with soap
- Conduct 12 Public Health Promotion campaigns to enhance behaviour change practices
- Conduct Vulnerability Risk Assessment (VRA) for all the 3 Counties
- Support establishment and training of DRR Committees and Key stakeholders on Community Managed Disaster Risk Reduction (CMDRR) approaches with a total reach of 6755 people
- Support community to develop and institutionalize early warning system with a total reach of 540 people
- Develop community development/action plans with a total reach of 750 people



- Supporting community DRR activities (DRR resources maps and Action Plans) linked to conditional cash assistance with a total reach of 675 people
- Support the development of County DRR Strategy with participation of Boma, Payam and County authorities including Civil Society Organizations with a total reach of 675 people
- Training Local authorities on emergency response and DRR at County and Payam levels (Heads of depts.) with a total reach of 675 people
- Commemoration of International Day of Disaster Risk Management and Peace with a total reach of 15000
- Conduct Conflict assessments in target counties to understand the root causes of conflict and develop strategies to foster a conducive environment for reconciliation, reconstructions. with a total reach of 300 people.
- Strengthen Local administrative structures (County and Payam authorities including traditional authority-ties) through capacity building and trainings on gender sensitive grassroot Peace Building and conflict resolution Mechanisms with a total reach of 720 people
- Support Line Ministries and Local government structures to improve their efficiency in service delivery with a total reach of 1500 people
- Build trust and strengthen active citizen through civic engagement and participation of all groups with a total reach of 7500 people
- Train Law enforcement Institutions (Police, Prison Officers, Council of Traditional Authorities) on good governance, gender equality Human Rights and Rule of Law with a total reach of 1500 people
- Build peaceful and inclusive communities through, the establishment/re-establishment of peace committees, social cohesion events, dialogue sessions with a total reach of 225 people.
- Training of Peace Committees on grassroots Peace building and Conflict resolution mechanisms with a total reach of 225 people
- Material support for Peace Committees (Chairs, tables, writing materials, files) at county level, with a total reach of 225 people
- Organize 3 Inter-County Conferences with a total reach of 15000 people
- Innovation for group cash transfers with a total reach of 675 people

Annex C: Evaluation report template

I. Basic Report Information (for opening page or title page): including title, Final Evaluation timeframe and date of the report, evaluation team members and acknowledgements

II. Table of Contents

III. Acronyms and Abbreviations

1. Executive Summary presenting the major findings and recommendations

2. Brief background on the project and its logic

- Brief description of the project's objectives and rationale.
- Project logic and strategy at approval and during implementation, including agreed revisions.
- State of implementation and delivery of the project including project implementation arrangements (key partners/stakeholders, key implementing partner arrangements, etc).



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- Assessment of the project's underlying project logic

3. Purpose and scope of final evaluation

- Purpose of the final evaluation and objectives
- Scope & Methodology: principles of design and execution of the final evaluation, approach and data collection methods, limitations to the final evaluation

4. Review of implementation

Brief review of the main stages in the implementation of the project highlighting main milestones and challenges.

5. Presentation of findings

Analysis of findings following the key questions in the TOR and structured considering DAC criteria and questions:

- Relevance and strategic fit of the project and validity of project design
- Coherence
- Project progress and effectiveness
- Efficiency of resource use
- Sustainability
- Impact

6. Conclusions

7. Recommendations Presented in a clear, concise, concrete and actionable manner, making concrete suggestions for improvements and specify who is called upon to act.

8. Lessons Learned

Annexes

- Final Evaluation ToR
- Inception report including evaluation matrix
- Data collection tools
- Summary of field visits, including itinerary, list of persons interviewed
- List of documents reviewed
- Financial analysis (if not previously included in the body of the report)
- Can include any other relevant information, i.e., tables with supplementary data, etc.

Annex C : Project/Programme document