



## Project \External Evaluation Terms of Reference (TOR)

|                               |   |
|-------------------------------|---|
| <b>Holder of the Project:</b> | Lutheran World Federation   |
| <b>Project Name:</b>          | COVID-19 Response Operation in South Sudan (CROSS)  |
| <b>Project number:</b>        | A-SSD-2020-016  |
| <b>Project Location:</b>      | Central Equatoria (Juba), Eastern Equatoria (Torit and Magwi), Upper Nile State (Malakal), Western bhar al gazhal state (Wau), and Jonglei state (Bor). |
| <b>Funding Partner:</b>       | Bread for the World (BftW-BROT)   |
| <b>Projects Period:</b>       | 1 <sup>st</sup> August, 2020 -31 <sup>st</sup> July 2021 (extended to 30 Sep 2021)  |

**The evaluation is commissioned by LWF**

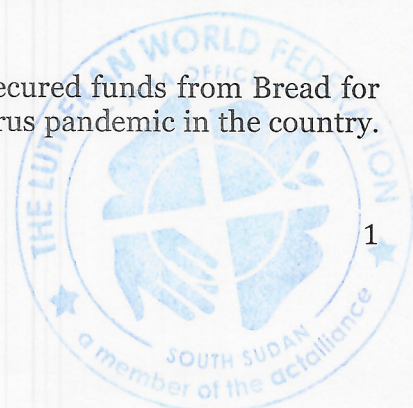
### **A. BACKGROUND**

#### **1. Brief overview of LWF history and overall programmes**

Lutheran World Federation/World Service (LWF/WS) is an International NGO whose mission is “Inspired by God’s love for humanity, World Service is dedicated to challenging and addressing the causes and effects of human suffering and poverty, linking local responses to national and international advocacy. LWF/WS seeks to ensure unimpeded and timely access to humanitarian response, working towards development and sustainable solutions. It uses its commitment and solidarity with affected communities to take part in ensuring durable solutions.

LWF/WS South Sudan started its operations in 1983, responding to the needs of vulnerable communities in hard-to-reach areas. In its disaster response, LWF has responded to the needs of the internally displaced persons, refugees, and vulnerable community groups such as girls and women, and protection of children in times of conflict and disaster.

Following the COVID-19 outbreak in South Sudan, LWF secured funds from Bread for The World to respond to the consequences of the coronavirus pandemic in the country.



The COVID-19 Response Operation in South Sudan (CROSS) project has four components which include; community engagement, public health/WASH, food security and Livelihood. Each of these components has a set performance indicator through which the result is measured.

It is from this background that LWF is looking for the highly qualified project evaluator to carry out a comprehensive evaluation on all the components of the CROSS project in Juba, Malakal, Bor, Torit, Wau and Magwi.

## **2. Project Description**

LWF with support from Bread for the World is implementing a year project (1<sup>st</sup> August 2020-31<sup>st</sup> July 2021) COVID-19 response operation in South Sudan. The project locations include Juba, Torit, Magwi, Wau, Malakal and Bor. This project hopes to improve responsibility and behavior of the community in relation to COVID-19, improve hygiene practice in the household and at home, reduce the deterioration of access to food for the most vulnerable families and restore livelihoods for the most vulnerable families.

The project components include:

- Community engagement
- WASH/Public health
- Food security
- And livelihood

The South Sudan Country's development goals to which this project contributes to including: SDG 1(No poverty), 2 (Zero hunger), and 3(Good health and wellbeing).

Project goal:

The project contributes to reducing the spread of COVID-19 in SSD and its multifaceted impacts.

### **Project objectives and indicators**

#### **Objective:1**

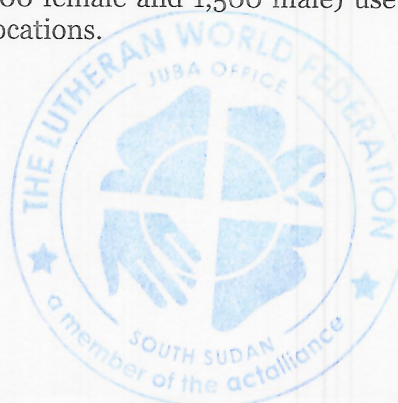
**Understanding and responsible behaviour of communities in the target areas in relation to COVID-19 is improved.**

- Indicator 1.1. At least 80% of community members confirm that they changed their social behaviour after listening to radio programs about COVID-19 prevention and control
- Indicator 1.2: At least 85% of trained community members practice COVID-19 prevention (social distancing, self-isolation if they have symptoms and seeking medical help).

#### **Objective 2:**

**Hygiene practices at household, community and institutions levels to counter the spread of COVID-19 in the target areas are improved.**

- Indicator 2.1. At least 3,000 people (1,500 female and 1,500 male) use 24 water access points constructed in six project locations.



- 2.2 At least 80% of people provided with PPE use facemasks and other personal protective equipment regularly/in critical situations

### **Objective 3:**

#### **COVID-19 induced deterioration in access to food for the most vulnerable households is reduced.**

- Indicator 3.1 At least 90% of households who received cash report improved access to food.
- Indicator 3.2 At least 85% of HH reduced the application of negative coping strategies in relation to food.

### **Objective 4**

#### **Deteriorated livelihood of the most vulnerable households is restored.**

- Indicator 4.1. At least 80% of 240 women trained on business skills and 150 youth who received vocational skills training increased their income by at least 60%.
- Indicator 4.2 At least 90% of people who received support for vegetable seeds and tools have increased their income by 30,000 SSP.

### **Direct beneficiaries:**

The project direct target groups are 42,292(20,975F, 21,317M) individuals. The breakdown of these targets is as following according to respective component:

- 1- Community engagement (27652- 48.9% females)
- 2- Public health/WASH (12, 250 - 50% females)
- 3- Food security (1500- 50% females)
- 4- Livelihood (890-63.48% females)

### **Indirect Beneficiaries:**

About 183, 000(97, 000F, 86,000M) people will indirectly benefit from the outcome of the project for example improved behaviour and perception about COVID-19, improved hygiene practices at home and in the institution levels, reduced food insecurity in the households of the most vulnerable families and restored livelihood activities which can lead to improved quality of lives for family members of the supported beneficiaries.

### **Staff of the project**

The project involves the following LWF staff: Director, Program Coordinator, and Deputy Programs Coordinator, Project Coordinator, Finance Manager, Deputy Finance Manager, Project Officers, Finance Officer, Logistic Officer, cleaners, and security guards)

### **3. Background of the financing partner**

The funding partner of the project, Protestant Agency for Diakonia and Development (PADD), is an international development agency and one of the potential partners of the three project implementing organizations. It is owned by the Protestant Churches in Germany and registered in Ethiopia as an international NGO with the Federal Democratic Republic of Ethiopia Agency for Charities and Societies; registration number 1295. PADD



works with a great variety of faith-based and secular civil society organizations around the world. The Horn of Africa Regional Office (RO) works with partners in East African Countries: Ethiopia, Somalia, South Sudan, and Sudan. The main goal of the engagement of PADD in South Sudan is to contribute to the improvement of living condition of the people in the country.

## **B. PURPOSE OF THE EVALUATION**

The ultimate purpose of this evaluation is in line with the learning and accountability function of evaluations and shall contribute to the development intervention of the implementing organizations. It assesses the project planning, implementation and targeting processes of the project and draw lessons. The evaluation will assess the achievements of the projects, changes initiated by the and will take lessons to be considered in the next phase of the projects. The findings and recommendations of the evaluation are expected to increase projects implementation quality of the implementing organizations, to identify potential projects components that could be added up or dropped out in the next phase of the project.

A stakeholder analysis should be conducted to identify the roles and responsibilities of the various stakeholders played so far. Under this general framework, the terminal evaluation will have the following specific objectives:

- To assess the achievements of the projects;
- To review the projects effort towards impact and perceived change on the target community;
- To assess relevancy, efficiency, effectiveness, impacts, and sustainability of the projects;
- To draw lessons, conclusions and recommendations that will be used in designing and implementing the next phase of the project (CROSS phase II);
- To support LWF in undertaking capacity analysis with their national partner(s) (SSCC) for the realization of the collaboration dividends on the local partner's capacity in responding to needs.

This is also a **determinative** evaluation because it will be helpful to LWF and Bread for the World in terms of informing the design and development of a new project (CROSS 2).

## **C. Task descriptions**

### **3.1 Scope of the external evaluation**

The evaluation should stress in particular on the following issues and aspects:

#### **3.1.1 Context of the projects**

Assess the context of the projects, (regional, development and stakeholders) and document changes compared to the start of the projects as per underneath thematic areas:

##### **a) Development and policy context in the context of the project**

Assess and review how these have changed over the past years that may affect the objective and relevance of the projects and its implementation strategy



## **b) Institutional context**

Review how ownership and institutional responsibilities and tasks have developed over the projects period and reflect on their influence on the projects

## **c) The socio-political, socio-economical and gender context**

Analyze major changes in the socio-economic settings, government policies and development orientation that are of relevance for the context of the projects

## **d) Implementation arrangements**

Assess and review the roles and responsibilities within the implementation of the projects the various parties involved in the projects, (government partners, implementing organization, community, like-minded organizations etc.)

## **e) Stakeholders' analysis**

Assess and understand other players in the projects area at the time of the start of the projects and now. State major changes in the composition and contribution of stakeholders and other players in the projects area over the last 1 years and conclude the influence of these changes on the areas and selected locations of the projects' interventions by the projects.

## **D. Evaluation questions based on the set indicators for the CROSS projects**

The following are high level questions. It is expected that the evaluator will define the more detailed sub-questions that will inform the high-level key questions.

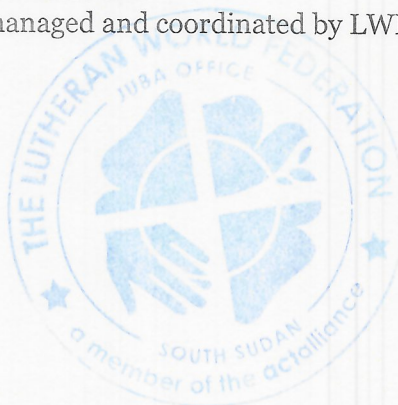
### ***Impact***

- What has happened as a result of the project?
- What other factors have also contributed to impact? (State any other actors who might have contributed)
- What real difference has the activity made to the communities involved?
- How has community resilience been affected?
- How have people's lives been changed and how many people have been affected?

### ***Effectiveness***

- To what extent were the objectives (the planned indicators) achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- How did the implementation of this project affect relationships with/in the community, other stakeholders and between staff?
- How effectively has the project been managed and coordinated by LWF?

### ***Sustainability***



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

### **Relevance**

- Were the needs of the communities/project participants assessed well?
- Were the objectives of the project relevant to the needs?
- To what extent are the objectives of the programme still valid?
- Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

### **Efficiency**

- Were activities cost-effective and considered “good value”?
- Were objectives achieved on time?
- Was the programme or project implemented in the most efficient way compared to alternatives?

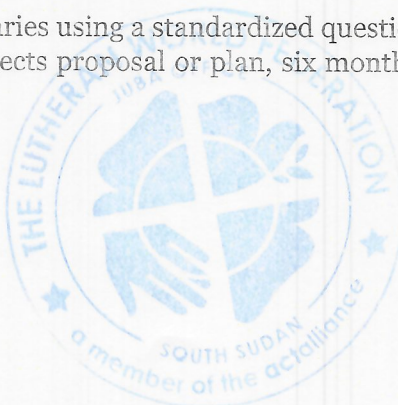
### **Lessons learnt**

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?

### **E. Evaluation design and methodology**

The consulting firm is expected to use a robust and valid research approach in the process of the evaluation. To collect primary data using mobile data collection application (KoboCollect). The firm 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. Furthermore, on field observation will be used to triangulate the data. Secondary data from project and government reports, research papers, and proceedings of journals can be used. To assess the “without the project” scenario and properly attributing the achieved impacts of the project, significant number of control group households from the community having similar socioeconomic situation is considered in this evaluation. Details of methodologies to be used are as follows:

- Household survey for the targeted beneficiaries using a standardized questionnaire
- Review of projects documents such as projects proposal or plan, six months 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
- Focus group discussion (FGD) with men, women, men and women, and youth groups project beneficiaries;
- Conduct key informant interview
- Discussion with projects staff
- Conduct validation workshop/debriefing with all stakeholders and community representatives at the projects level
- Consolidate main findings of the projects planning workshop
- Debriefings of the findings to LWF

### ***SCHEDULING***

Evaluation to take place in Juba, Torit, Wau, Malakal and Bor from June 28<sup>th</sup> 2021 up to July 31<sup>st</sup>, 2021.

Report to be presented to LWF by 5<sup>th</sup> August 2021.

### ***MANAGEMENT OF THE VISIT***

The Program Coordinator will be the main contact person for this evaluation.

The CROSS-Project Coordinator shall look after all logistics in the field during evaluation.

### ***EXPECTED OUTPUTS***

The evaluator is expected to produce a written report for LWF that will include:

- Executive Summary, in English
- Narrative based on Objectives and Key questions in the Terms of Reference
- Case studies and stories from project participants where appropriate
- Appendices explaining the methodology, a copy of the Terms of Reference, any surveys used and any other relevant material that adds further understanding to the evaluation process and results.
- The report should also contain a short paragraph outlining that informed consent was obtained and how (written/verbal).
- Recommendations for a new project phase

In addition, there should be a debriefing meeting with the key stakeholders (learners, literacy facilitators, REFLECT committee members, community and church leaders involved in peace building, government education officials) in which the findings and recommendations are presented and verified.

### ***CONSULTANTS' Skills and Experience***

LWF is looking for a consultant or a team of consultants with the following skills and experiences:

- An indication that they are eligible and qualified to perform the services, including company brochures, description of experience of similar assignments in comparable situations, availability of appropriate skills among key staff.



- Possession of at least a Master's Degree in Development Studies, Social Sciences, public health, Agriculture or equivalent degree in a related field of expertise with a proven experience in any other related fields.
- At least five (5) years of experience in conducting surveys, including baselines and programme evaluations.
- Demonstrated experience in conducting evaluations on Food Security, Public Health/ WASH, Livelihoods and Community Engagement/Protection
- Preferably, previous experience in conducting evaluations and in-depth knowledge on South Sudan setting.
- Extensive experience in project evaluation/research and mastery of techniques and methods of modern digitalized data collection, FGDs/KII interviews and quantitative and qualitative data analysis with strong skills in visualization.
- Experience in gender-sensitivity and protection mainstreaming programming in emergencies.
- Strong research and analytical skills with special emphasis on data collection and analysis tools.

**Language and other knowledge and skills:**

- Exceptional proven oral and drafting skills in English, with excellent critical analysis and synthesis skills required in project evaluation.
- Knowing at least one of the languages of South Sudan or project location(s) Arabic, Dinka, Acholi, ma'di) *will be an advantage.*

**Summary tasks and time requirements of the consultant**

| No | Duties and Responsibilities  | Consultancy Days | Time – Frame   |
|----|--|------------------|--|
| 1  | Preparation: analysis of relevant documents, developing design and instruments of the evaluation tools and submission for a suggestion of approach and schedule for the evaluation | 2                | By 30 <sup>th</sup> June, 2021   |
| 2  | Field visit, key informant interview, discussion with target group, projects field staff and with concerned stakeholders   | 24               | By 24 <sup>th</sup> July, 2021   |
| 3  | Feedback of the preliminary findings at projects level and planning framework for the way forward (debriefing)   | 3                | By 27 <sup>th</sup> July, 2021   |
| 4  | Writing the report and handing over the draft to the implementing organizations and funding agent  | 4                | 31 <sup>st</sup> July, 2021  |
| 6  | Feedback workshop on draft report  | 1                | 1 <sup>st</sup> August, 2021   |
| 7  | Finalizing the report  | 3                | 4 <sup>th</sup> August, 2021   |
| 8  | Handing over of final report   | 1                | 5 <sup>th</sup> August, 2021   |
| 9  | Traveling days   | 5                | 1 <sup>st</sup> , 5 <sup>th</sup> , 12 <sup>th</sup> , 16 <sup>th</sup> , 22 <sup>nd</sup> of July, 2021 |





## Reporting

The final report written in English should be a minimum of 50 pages, excluding annexes it should be submitted not later than \_5<sup>th</sup> August/2021. It should contain an executive summary of a maximum 2 pages. The report should follow the following structure:

1. Key data of the evaluation (1 page):

Title of the projects, projects number, duration of the projects evaluated, the title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation, date of the report

2. Executive summary:

A tightly drafted, to-the-point, freestanding document (about 1 1/2 – 2 pages in English), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.

3. Introduction

- a) Purpose of the evaluation, scope and key questions. Short description of the projects, relevant socio-economic and political frame conditions'
- b) Evaluation design/methodology

4. Evaluation Methodology

5. Key findings of the evaluation

Key results/findings: concerning the questions and criteria pointed out in the TOR (including projects and context analysis)-relevancy, efficiency, effectiveness, impacts, and Sustainability Conclusions

6. Recommendation

Regarding future steps/ activities / follow up carefully targeted to the respective and appropriate audiences at all levels, relevant and feasible (if possible, for each conclusion one recommendation)

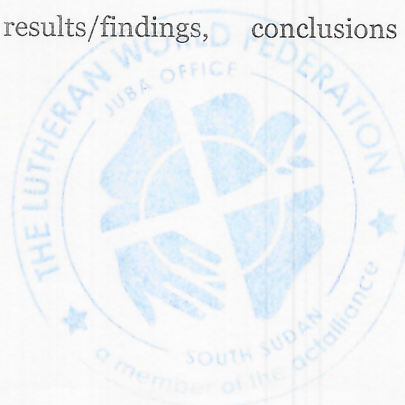
7. Lessons

Generalization of conclusions applicable for a wider use

8. Projects Framework for the Next Projects Phase

## Annexes

- a) ToR, list of persons/organizations consulted, literature and documentation consulted etc.
- b) The inter-linkages between key results/findings, conclusions and



recommendations/lessons learnt have to be clear and transparent and should be presented in a table with the columns of Findings, Conclusions, Recommendations

#### Attachments

- 1: Terms of Reference
- 2: Recommended table - overview of conclusions, recommendations, and implementation plan
- 3: Applied instruments (questionnaire guideline, KII and FGD)

Please send your CV, Technical and financial proposals detailing survey methodology, work plan and budget to [consultancy.southsudan@lutheranworld.org](mailto:consultancy.southsudan@lutheranworld.org)

Deadline for expression of interest is on 20<sup>th</sup> June 2021 before 5:00PM.

Note! No hard copies allowed

**LWF is a faith based organization and committed to protection, safeguarding and promoting the rights and welfare of children, young people and adults through Dignity and justice, Compassion and commitment, Respect for diversity, Inclusion and participation, Transparency and accountability. We expect all our staff, volunteers and consultants to share this commitments and values. We will do everything possible to ensure that only those that are suitable to work within our values are recruited or engaged to work for us. This post is subject to a range of screening checks.**

**Women consultants or consortiums are strongly encouraged to apply**

