



Date: July 17th, 2023.

Terms of Reference (ToR) for Endline Evaluation Project 4188-MYP

Project Title: Enhancing Food Security and Livelihoods for Vulnerable Refugees and Host Community in Gorom and Juba.

Project goal: To contribute to the improvement of wellbeing of vulnerable Refugees Host community members through tailored food security, livelihood and TVET intervention in Gorom Juba County, Central Equatoria State.

Implementing Partner: ACROSS

Project Number: 4188-MYP

Funding Partner/Donor: CBM Institutional (free funds)

Project Duration: September 2021 to August 2023 (24 Months)

Project Location: Gorom Refugees Settlement, Gorom host community area and Urban Juba.

1. Partners Background:

Christoffel-Blindenmission Christian Blind Mission e.V. (Christian Blind Mission-CBM), is an international Christian development organization whose primary purpose is to improve the quality of life of the world's poorest persons with disabilities and those at risk of disability. CBM works in the most disadvantaged societies, irrespective of race, gender, or religion. CBM seeks to:

- Reduce the prevalence of disease which cause impairments.
- Minimize the conditions which lead to disability.
- Promote equal opportunities for economic empowerment, livelihood security, and full inclusion in all aspects of society for persons with disabilities.

ACROSS is a Christian International organization founded in 1972 by four mission societies: Africa Inland Mission (AIM), Sudan United Mission (SUM), Sudan Interior Mission (SIM), and Mission Aviation Fellowship (MAF). Originally formed to allow these organizations a platform



on which they could serve what was then Sudan, the collaboration was named: African Committee for the Rehabilitation of South Sudan. In later years, when it was no longer necessary to keep our identity neutral, we were called the Association of Christian Resource Organizations Serving Sudan. Today, having outgrown all previous acronyms, we are simply known as ACROSS.

ACROSS vision is to see Christ-centered transformation of communities in South Sudan and beyond through a holistic, Christ-centered approach. Currently ACROSS is implementing range of emergency response projects focusing on the health, Nutrition, WASH, Food security and Livelihood, Community Service and Camp Coordination and Management as well developmental projects in Education (Primary and Secondary Education, TVET) and Food security and Livelihood (Zai Pit and Peace Economy).

ACROSS is currently implementing Enhancing Food Security and Livelihoods for Vulnerable Refugees and Host Community in Gorom and Juba. The project is funded by CBM and its targeting 4,051 beneficiaries, the aim of the project is to contribute to the improvement of wellbeing of vulnerable Refugees and Host community members in Gorom through tailored food security, livelihood and TVET interventions and vulnerable persons with disabilities, through multipurpose cash based interventions (Cash distribution and Income Generating Activities-IGAs support) and various capacity building in Food security and Livelihood (FSL) in Juba County, Central Equatoria State. The project also aimed to support the South Sudan Union of Persons with Disabilities (SSUPD) and strengthen their representative organizations (OPDs) to participate in activities that address food insecurity and to preserve their livelihoods.

The intended results of the projects are; Reduced youth unemployment through increased availability of and capacity for pursuing decent work in Gorom and Juba urban, Improved self-reliance and livelihoods of refugees and host community youth and persons with disabilities, and Persons with disabilities (PwDs) and their representative organizations strengthened to participate in activities that address food insecurity and to pursues their livelihoods in Gorom refugee resettlement and Juba urban. The consultant will be tasked to examine the results of the project, documented some lesson learned and give recommendation for the future programing.

2. Project Overview:

South Sudan is a country in Crisis due to prolonged conflict situation which started two years after its independence 9th July 2011. In 2020 the nation experienced compounded shocks that included a second year of extensive flooding, alongside areas with dry spells during the critical stages of crop growth, intensified sub national violence, continued high food prices exacerbated by the on-going macroeconomic crisis and the indirect effects of COVID 19 as the immediate causes of the worst levels of food insecurity ever recorded. By the depth of the lean season, it is projected that 7.4 million persons will be severely food insecure (IPC 3 or worse) across ALL 78 counties; 2.5 million experiencing emergency levels of food insecurity (requiring 75% calorific food needs to



be met).¹ The 2021 South Sudan Humanitarian Needs Overview (HNO) identified 8.3 million people, including refugees, in need of humanitarian assistance across the country. This is an 800,000-person increase in absolute numbers from the 7.5 million people in need in 2020. The country is now facing its highest levels of food insecurity and malnutrition since independence 10 years ago. The latest food security analysis estimates that the 2021 lean season, between April and July, will be the worst ever in terms of severity, with 108,000 people in catastrophe (IPC 5). A total of 7.7 million people is expected to need food assistance, including 7.24 million acutely food insecure South Sudanese in rural areas, 130,000 people in urban areas and 314,000 refugees in South Sudan. An estimated 1.4 million children and 480,000 pregnant or lactating women will be acutely malnourished and in need of treatment. The COVID-19 pandemic has aggravated people's existing vulnerabilities and weakened an already fragile livelihoods and coping mechanisms of the people. Among the most vulnerable persons are persons living with disabilities, single headed households, persons with chronic illnesses and elderly persons.

In the target location for this intervention, Gorom Refugee settlement and host community area is impacted by the general food insecurity in the country. Currently the Refugees are only receiving 50% of the food ration provided by WFP which is not sufficient to sustain them for a complete month. This has compelled Refugees to resort to negative coping mechanisms, such as illicit brewing of alcohol and drug abuse which in turn has contributed to GBV and criminality. Both host and Refugee communities have resorted to other negative coping mechanisms such as charcoal burning which in turn leads to environmental destructions and tension between the refugees and host communities.

Due to the recent internal conflict in South Sudan, most of the Gorom host community had fled their homes, however, due to the relative peace, they have started coming back. Most of the host community households are food insecure. Underlying causes of food insecurity among the host community include lack of productive assets, insecurity due to intrusion by cattle keeping communities in the farming areas. Equally, Climate variability has negatively impacted food productions for both Host and Refugees communities. As indicated above, the on-going macroeconomic crisis and the indirect effects of COVID 19 has contributed to deep socio-economic challenges faced today in South Sudan. One of the resulting challenges includes youth un-employment, which is estimated to be at 50% and continuing to rise².

Generally, South Sudan lacks a skilled work force at various levels, especially low cadre skills e.g., mechanics, welders & artisans, masons, electricians, plumbers and even in the hospitality industry. Where many of the low cadre jobs are being taken up by persons from neighboring countries. A case in point, currently South Sudan imports expensive and unsustainable labor from the neighboring countries. There are limited and inadequate access to low cadre skills

¹ South Sudan Humanitarian Fund (SSHF) 2021

² African Economic Outlook for South Sudan, 2018, Africa Development Bank,



opportunities and alternative livelihoods amongst the youth and Persons for Special Needs, generally in South Sudan, because Government and Donor Community have not prioritized investment in this sector. As such, the refugees and host community youth in Gorom are affected by the lack of functional and productive skills. There is also the element of negative attitude towards low cadre skills which needs to be addressed.

3. Project Result:

The project aims to address food insecurity and youth unemployment among refugees and host communities in Gorom area in Central Equatorial State. The project builds on the commitment of the 2030 Agenda for Sustainable Development to leave no-one behind, contributing especially to SDG goals 1, 4, 7 and 8. This action will deliver the following results:

Result 1: Reduced youth unemployment through increased availability of and capacity for pursuing decent work.

Result 2: Improved self-reliance and livelihoods of refugees and host community youth and persons with disabilities.

Result 3: Persons with disabilities (PwDs) and their representative organizations strengthened to participate in activities that address food insecurity and to pursue their livelihoods.

4. Objective of evaluation:

The objective of the End-Line Evaluation is to evaluate the extent to which the overall goal of the project 4188-MYP has been achieved in terms of efficiency, effectiveness, impact, relevance, and trend for sustainability. In other words, the purpose of the evaluation is measuring the success of the project against its results and indicators. The evaluation aims to pull out key lessons learned and formulate evidence-based recommendations that can be applied for future projects. The evaluator will also assess the quality of governance and management of the project and organization. The End line evaluation will track the change in the living conditions of the beneficiaries as an effect of project intervention, evaluating the attainment of intended project objectives and indicators. Furthermore, the evaluation shall suggest strategies on future intervention for similar projects.

6.1 The evaluation is expected to address the following key questions:

- **Relevance:** Assess the extent to which the project activity is relevant or suited to the priorities of beneficiaries and the existing government policies and strategies.
 - To what extent are the objectives of the project still valid?
 - Are the activities and outputs of the project consistent with the development goal and the attainment of its objective and indicators?



- Are the activities and outputs of the project consistent with the intended impacts and effects?
 - How did beneficiaries perceive the relevance of the project and how have the activities implemented improved their lives? Are there any successful stories of change?
 - Did the project target the right beneficiaries (based on a pre-determined criterion) or was targeting too broad or too narrow?
 - How did the collaboration between ACROSS, and stakeholders (OPDs, line ministries, refugees, etc.) contribute to appropriate response of specific needs and priorities of the beneficiaries?
- **Efficiency:** Evaluate the project's results in terms of project efficiency.
- Were project activities cost-efficient?
 - Were project objectives and indicators achieved on time?
 - Was the project implemented cost efficient compared to alternative approaches to achieve the same outputs, whilst not compromising quality?
 - How efficient was the delivery of project by implementing partner (ACROSS) not only in terms of expenditure, but also in terms of staffing/coordination structures, implementation of activities and delivery of outputs?
 - What would have been opportunities within the project implementation to reach more beneficiaries with the available budget or reduce costs while reaching at least the same number of beneficiaries without compromising quality?
 - Were alterations made to the program design in terms of collaboration during the implementation phase based on the reality on the ground?
- **Effectiveness:** Measure the extent to which the project activity is effective in attaining its objective and indicators.
- To what extent were the planned objectives in the project log frame reached, per indicator, disaggregated by gender, age, disability, and residential status?
 - What were the significant factors influencing the achievement or non-achievement of the objective and indicators?
 - What were the major factors influencing the achievement of the objectives of the project?
 - What opportunities for collaboration were utilized and how did these contribute to project effectiveness?
 - Were proper accountability and risk management framework(s) in place to minimize risks on project implementation?
- **Impact:** Assess the impacts of the project towards the achievement of the project's objective and the broader scope of the development goal.
- What happened because of the project? How many people have been affected?



- What positive changes did the project create in the lives of target beneficiaries and their communities in general?
 - Were there any unintended effects of the project on the rights of the targeted communities, in particular vulnerable groups?
- **Sustainability:** Assess the trend for the sustainability of the project's outcomes.
- What strategies were in place for the sustainability of the project? Are the strategies being put into action?
 - How did the project work with local partners to increase their capacity in a sustainable way?
 - How effective were the exit strategies, and approaches to phase out assistance provided by the project?
 - What are the key factors/areas that will require additional support/attention in order to improve prospects of sustainability of the project outcomes and the potential for replication of this project?
 - How did the project work with local partners to increase their capacity in a sustainable way?
 - What are the recommendations for similar support in the future?
 - What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- **Organizational effectiveness and efficiency:** In how far are human resources, quality of work, and internal environment, including governance adequate concerning the program and external relations
- How effective have management strategies been adopted and implemented?
 - How is second-line leadership developed?
 - What has been the role of staff in the planning, monitoring, and implementation of the organization?
 - How effective is the organizational structure and the internal communication/coordination system, the division of roles and functions, the decisionmaking procedures, as well as the representation and participation of staff and beneficiaries in decision making and policy development?
 - Examine the partnership with and role of stakeholders (target beneficiaries, government offices, state or county development Committee, NGOs, etc.) in the project implementation, monitoring, handing over of outputs and continued follow-up.
 - Examine how far the project addressed cross-cutting issues such as disability inclusion, gender etc. and also examine to what extent external factors, such as socio-economic, political, infrastructure, availability of inputs, natural incidences, etc. have adversely affected the implementation of the project.



6.2 Evaluation Methodology/Design:

The consultant is expected to develop a methodology and present it alongside the bidding documents. **The evaluation must be conducted according to the ACROSS and CBM standards.** ACROSS and CBM encourage participatory approaches. The data collection tools should also be developed by the consultant and presented alongside inception report. The geographic scope of this evaluation covers all project sites, as described in the project's mutually binding document.

Data collection should include the use of several approaches to gain a deeper understanding of the outcomes of the project, including, but not limited to:

- Desk review of background documents. The evaluator will review the approval documents, progress reports, audit reports, monitoring, and annual review meeting reports, summary project budget, and other records during the evaluation. The evaluator will need to review the relevant organizational information or documents, and interview the relevant stakeholders (Management, staff, etc.). This information/documents will be made available to the successful candidate upon commencement of the evaluation.
- Survey - application of structured survey questionnaires with a representative, random sample of target population to quantitatively assess outcomes. This will be in greater scope, breadth and depth compared to standard routine project monitoring
- Focus group discussions (e.g., with stakeholders, community members, OPDs. The FGDs will serve as input for the narrative subjective evidence.
- Key informant interviews (e.g., with ACROSS/CBM staff members, i.e., program manager, technical field staff, key community members and representatives from the line ministries) to gather substantial subjective evidence on the effectiveness, efficiency, relevance and timeliness of the project activities implementation and delivery.
- Field and household level observations.
- A learning event to disseminate lessons learned through a presentation and a workshop facilitated by the consultant.

6.3 Data to be collected & data collection method:

Quantitative and qualitative data will be collected from primary & secondary sources. Secondary data will be collected from various published and unpublished documents that are available in the country, ministries, etc. Primary data will be collected through interviewing beneficiaries, community groups, Community Based Organizations (CBOs) and Government Offices in Juba. From these sources, the information will be extracted to answer questions listed above under section 6.1 above.

6.4 Composition of the team:

One competent consultant with proven skills in carrying out End of Project Evaluations (attach and/or Itemize proof).

6.5 Profile of the team:



The Consultant must demonstrate:

- Strong experience in developing Evaluations preferably for development projects/programs
- Proven ability to suggest approaches in obtaining information and drawing conclusions, with examples and references that can speak to this experience.
- Data analysis and presentation skills, and strong writing ability.
- Experience working in Central Equatoria State-Juba County
- Extensive experience in conducting project evaluations mainly in both qualitative and quantitative research and a proven record in delivering professional results.
- Excellent English language skills, as reports are to be delivered in English.
- Experience in working with NGOs in South Sudan.

7. Roles and Responsibilities

a. Responsibility of ACROSS:

- Will cover the consultancy fee as per the agreement to be signed.
- Avail necessary files and documents at the project level.
- Through project office, arrange meetings, interviews and other activities related to the final evaluation as deemed necessary by the consultant.
- Arrange any additional/ necessary supportive information/stakeholders for the consultant.

b. Responsibility of the Consultant:

- The consultant will be responsible for:
- Prepare detailed checklist and questionnaires for the evaluation work and coordinate the evaluation, Conduct field visits, discussions, and interviews.
- Collect field data.
- Conduct field assessments survey.
- Train enumerators in data collection.
- Conduct final evaluation field assessments.
- Upon return from the fieldwork, the consultant shall brief ACROSS.
- Summarize the findings and debrief ACROSS following the submission of the draft evaluation report to CBM and ACROSS for subsequent comments/feedbacks.
- Prepare and submit a draft and final reports of the evaluation both in hard and soft copies to CBM and ACROSS
- Complete the work within 20 days Therefore, the consultant shall submit sealed detailed technical & financial proposals in two separate envelops.

8. Study Duration: Tentatively the evaluation is expected to be completed in 20 – 25 days, including field assessment and final report writing.

9. Deliverables: The consultant will summarize and analyze the Evaluation & field assessment findings and debrief ACROSS immediately after the fieldwork. After the discussion, he/she prepare the report and will submit it.

- The draft evaluation report of one hard & soft copy to ACROSS.



- Upon review and comment on the draft evaluation report and debriefing workshop with ACROSS, the consultant will incorporate the comments and prepare & submit hard and soft copies of the final report.

The project potential assessment report shall be part and parcel of the evaluation report. The evaluation report shall be written in English (maximum of 30 pages plus annexes) and must include the following contents:

- Information Page: Basic organizational data, duration of the project to be evaluated, title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation and date of the report.
- Executive summary: tightly drafted, to-the-point, free-standing document (maximum 1.5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learned, and recommendations.
- Introduction: the purpose of the evaluation, scope of the evaluation, and key questions. Short description of the project to be evaluated and relevant frame conditions.
- Evaluation design/methodology.
- Key results/findings: concerning the questions pointed out in the ToR (in section 6.1) and the projects' specific intervention components.
- Conclusions: summary based on evidence and analysis.
- Recommendations: on the findings leading to suggestions to be used for the way forward.
- Lessons learnt: all relevant information beneficial to the way forward.
- Annexes (ToR, instruments used, list of persons/organizations consulted, CVs of the evaluation team, literature, and documentation, copy of any relevant documentation used for the assessment).

10. Submission and Evaluation of Expressions of Interest

Consultants meeting the above criteria are invited to submit an Expression of Interest (EOI) by email to ACROSS via the emails: procurement@across-ssd.org, and logistics@across-ssd.org cc headofprograms@across-ssd.org & programmanager@across-ssd.org with the subject line “EXPRESSION OF INTEREST FOR PROJECT: ENHANCING FOOD SECURITY AND LIVELIHOOD FOR VULNERABLE REFUGEES AND HOST COMMUNITY IN GOROM AND JUBA”.

Expressions of Interest (EOI) should be received no later than **August 18th, 2023**. The main body of the EOI should be a maximum of 4 pages and should include the following:

- A (2-page max) cover letter including:
 - Consultant’s daytime phone numbers and email contacts.
 - Demonstrating an understanding of the project and the requirements of the ToR.
 - Focus areas or questions to guide the assessment.
 - Any recommendations or modifications related to the ToR.
 - Experience in developing Evaluations for development programs/projects.
 - Proposed schedule.



- Consultant's budget.
 - A (2-page max) CV of the Consultant, outlining previous Consultant experience and accomplishments as it relates to demonstrating the skills and knowledge needed to fulfill the requirements of the ToR.
 - List of 3 referees who can attest to Consultant's experience and expertise as it relates to this Organization.
 - Two examples of Evaluations previously or recently completed. If possible, at least one of the plans should be relevant to, or similar to, the subject of this TOR.

ACROSS will review the EOI closely against this recommended outline in combination with the preceding section 6.5 (Profile of the Team).

11. Background Documentation: All the necessary documents for this assignment will be made available to the Consultant for the sole purpose of conducting the assignment (these documents will however not be shared with any other party apart from the Consultant and his/her team if any), and these should be specified by the Consultant.

12. Confidentiality: The preferred Consultant by ACROSS will have to sign a confidentiality document that will ensure that all information obtained from the Organization is not shared with any other parties during and after the assignment