



Date 08/08/2022

Terms of Reference (ToR) for Terminal External Evaluation

Project Title: “POSITIVE” Integration of Rural Communities into the Peace Economy in Rumbek centre and wulu countries, phase II

Project Holder: Association of Christian Resource Organization Serving Sudan (ACROSS)

Project Number: A-SSD-2020-0100

ACROSS commissions the evaluation

1. Background and Justification

ACROSS is a Christian organization registered in South Sudan as an international NGO. It has been active in Southern Sudan for 48 years, since 1972. The approach adopted has always been to work with and alongside the Sudanese churches and local communities. The vision of ACROSS is ‘Christ-centered transformation of South Sudan communities’, emphasizing the holistic and integrated character of any program we implement. Biblical transformation that touches the physical, mental, spiritual, and social areas of living is thus at the core of what ACROSS does and envisions. Livelihood is one of the areas ACROSS sees as crucial for achieving its vision of physical transformation of the south Sudanese communities.

1.2. Project overview

Since 2018, ACROSS has been implementing Peace building, agricultural, and micro-finance activities in Wulu and Rumbek center Counties. The Peace Economy program commenced in 2018 after phasing out from Rumbek East with the similar project is currently supported by protestant agency for Diakoni and development (PADD) under the umbrella of Bread for the World – Protestant Development Services (BftW). The ‘second phase’ (2020/2022), has been working in Rumbek center and Wulu counties with the aim project goal of improving the social wellbeing of the two communities in the thematic areas of food security, peace building and micro-finance under the objectives of improving community livelihoods in the targeted two counties.

2. Project Description

Project Title: “POSITIVE” Integration of Rural Communities into the Peace Economy in Rumbek centre and wulu countries, phase II



Project Location: Rumbek centre and wulu counties, Western Lakes State, South Sudan.

Implementing Agency: Association of Christian Resource Organization Serving Sudan (ACROSS).

Funding Partner: Protestant Agency for Diakonia and Development Bread for the World – Protestant Development Service

Project goal: To contribute to the improved living conditions of communities in Western Lake state

Project objectives: Communities’ livelihoods in Rumbek Centre and Wulu counties are improved

Project indicators:

1. At least 500 (340 female) households have reduced their food shortage from four months to zero months
2. At least 120 women who engaged in IGA and Village Saving and Loans Associations (VSLA) diversify their income sources and have increased monetary income contribution to their households by 30%
3. Incidences of inter-communal violent conflicts in Rumbek center and Wulu counties are reduced at least by 40%

Project beneficiaries

The **direct beneficiaries** are 2200 (1100 female-headed) households or 13,300 (6,600) people. The average family size is 6 (SSNBS, 2019). Beneficiaries will be equally selected from both targeted counties; Rumbek Center and Wulu counties. The former beneficiaries will be supported by the follow-up activities.

The **indirect beneficiaries** of the project will be approximately 24,000 people in the neighboring Payam’s (the second-lowest administrative division, below counties). These people will benefit because of the diffusion of information about the improved agricultural production methods and peacebuilding initiatives through community-based organizations. Besides, communities will benefit through buying agricultural products and vegetables in the nearby markets and peace dividends in the surrounding areas.

Project duration: 01 July 2020 – 31 December 2022. The project will end in December after the six months no cost extension.

3. Objective and Purpose of the Evaluation



The objective of the task is to evaluate the above-stated project in terms of its efficiency, effectiveness, impact, relevance, and trend for sustainability. The purpose of the evaluation is to measure the success of the project against its targeted objective and indicators. The evaluation aims to pull out the key lessons learned and to formulate evidence-based recommendations that can be applied within the remaining project period and beyond. Also, the quality of governance and management of the project and organization shall be assessed. The planned terminal evaluation is, therefore, meant to track the changes made in the living conditions of the target beneficiaries because of the project interventions and evaluating the attainment of intended objectives and indicators. Moreover, it is expected to review the project's role in addressing marginalized groups, gender equity, and the fairness of benefits among the various community groups. Furthermore, the project evaluation shall suggest strategies on the way forward.

Its results will be used by the implementing agency, ACROSS, to address the recommendations and use for adjustment of project gaps, as well as by the funding partner (BftW) to evaluate the results of the project. Therefore, the evaluation result will be used in determining what to be done in the future in the area and to draw lessons for the development endeavor of ACROSS.

3.1.The evaluation is expected to address the following key Evaluation questions (OECD DAC Criteria's):

- **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?
- **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 most efficiently compared to alternative approaches to achieve the same outputs?
- **Effectiveness:** Measure the extent to which the project activity is effective in attaining its objective and indicators.
 - To what extent were the project objective and indicators achieved?
 - What were the significant factors influencing the achievement or non-achievement of the objective and indicators?
- **Impact:** Assess the impacts of the project towards the achievement of the project's objective and the broader scope of the development goal



- What has happened as a result of the project?
- What real difference has the project activity made to the beneficiaries?
- How many people have been affected?
- Sustainability: Assess the trend for the sustainability of the project's outcomes
 - To what extent did the benefits of a project continue after donor funding ceased?
 - 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 decision-making 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 gender, HIV/AIDS?
 - 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.

4. Evaluation Methodology/Design

The evaluator shall use both primary and secondary information, which includes but not limited to:

- The evaluation must be conducted according to the Organization for Economic Cooperation and Development's - Development Assistance Committee (OECD-DAC) standards.
- The geographic scope of this evaluation covers all project sites, as described in the project's mutually binding document.
- The evaluator will need to 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, interview with the relevant stakeholders (Management, staff). This information/documents will be made available to the successful candidate upon commencement of the evaluation.
- Key informants' interview, respecting the social distancing and hand hygiene guidelines of WHO to prevent COVID-19.
- Field and household level observations.
- Focus group discussion and interview with beneficiaries, discussion with project staff, Sector Offices, and other stakeholders, respecting the social distancing and hand hygiene guidelines of WHO to prevent COVID-19.
- Analyze the lessons learned and
- Analyze the data quantitatively and qualitatively, present findings, and formulate recommendations.

5. 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 county, ministries, etc. Primary data will be collected through interviewing beneficiaries, community groups, Community Based Organizations (CBOs) and Government Offices (GOs) in the town, respecting the social distancing and hand hygiene guidelines of WHO to prevent COVID-19. From these sources, the information will be extracted to answer questions listed above under section 3.1 above.

6. Composition of the team

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

7. Profile of the team

- The Consultant must demonstrate:
- Strong experience in developing Evaluations preferably for developments programs
- Proven ability to suggested 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
- Fluency in English



- Experience working in Lake State
- 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.

8. Roles and Responsibilities

8.1. Responsibility of ACROSS

- 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, respecting the social distancing and hand hygiene guidelines of WHO to prevent COVID-19.
- Arrange any additional/ necessary supportive information/stakeholders for the consultant

8.2. Responsibility of the Consultant

The consultant will be responsible for:

- Prepare detail 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 on 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 Bftw and ACROSS for subsequent comments/feedbacks.
- Prepare and submit a draft and final reports of the evaluation both in hard and soft copies to BftW and ACROSS
- Complete the work within 20 days

Therefore, the consultant shall submit sealed detailed technical & financial proposals in two separate envelopes.

9. Study Duration

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

10. 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.

1. The draft evaluation report of one hard & soft copy to ACROSS
2. 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 prospect 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:

- 1) **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.
- 2) **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.
- 3) **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.
- 4) **Evaluation design/methodology**
- 5) **Key results/findings:** concerning the questions pointed out in the ToR (in section 3.1) and the projects' specific intervention components.
- 6) **Conclusions:** summary based on evidence and analysis.
- 7) **Recommendations:** on the findings leading to suggestions to be used for the way forward
- 8) **Lessons learnt:** all relevant information beneficial to the way forward
- 9) **Annexes** (ToR, instruments used, list of persons/organizations consulted, CV's of the evaluation team, literature, and documentation, copy of any relevant documentation used for the assessment).

I. 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 ACROSS PEACE ECONOMY END OF PROJECT EVALUATION, RUMBEK”**. Expressions of Interest (EOI) should be received no later than **29th August 2022**. 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, or similar to, the subject of this TOR.

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

II. 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.

III. 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.