

Terms of Reference (ToR)
External evaluation of IOM-Sida project:
“Reintegration Assistance to Returnee Communities in Counties of High Return: Aweil East and Twic”

Background

Two civil wars and a half century of almost continuous violence have resulted in the displacement of an estimated four million people from southern Sudan. Following the signing of the Comprehensive Peace Agreement (CPA) in 2005, the returns of those South Sudanese from the northern territory began. Since then, it is estimated that about 2.5 million South Sudanese have returned to South Sudan, accounting for about 23 per cent of the country’s population¹. Large return movements to areas already facing socio-economic difficulties have placed a significant burden on host communities. The limited and inadequate access to basic services makes integration into those communities extremely challenging for returnees. Such massive influx of returnees has also exacerbated tensions in counties that have been consistently affected by chronic conditions of impoverishment, as populations are increasingly forced to compete for scarce resources.

IOM South Sudan has extensive experience in carrying out returnee reintegration initiatives by its Transition and Recovery Unit. This programming takes a community-driven approach and works to foster communication and accountability within and between all sectors of society. It aims to facilitate returnee reintegration through the construction or rehabilitation of key infrastructure in order to reduce the strain on limited resources that arise from the rapid influx of returnees into a community while also stimulating local economies by facilitating trade and income-generation projects.

IOM is implementing the project “Reintegration Assistance to Returnee Communities in Counties of High Return: Aweil and Twic” as per the agreement signed on 7 December 2012 between IOM and the Swedish International Development Cooperation Agency (Sida). The overall objective of this project is to contribute to successful reintegration of returnees in areas of high return in South Sudan by reducing tensions over scarce resources and promote peaceful coexistence between returnee and host communities. To this end, this project proposed to provide essential basic services, namely, water and education facilities, to host and returnee communities in Aweil East and Twic counties. These two counties are among those that have experienced the highest levels of return and part of 19 counties that comprise 72 per cent of the total returnee population in the country. Specifically, the project targets the completion or repair of 15 water yards and distribution systems, drilling of three water boreholes and rehabilitation and expansion of 12 schools in the two counties. The water interventions are estimated to benefit 37,000 individuals, while the school interventions are to benefit 6,624 students.

The project commenced on 1 December 2012 and will end on 31 December 2013.

Purpose and use

The purpose of this evaluation is to provide IOM and Sida with high quality monitoring and evaluation inputs on the given project and programme, by determining what contribution, if any, the project has made towards the project outcomes, and if the project makes a significant contribution to the overall objective of the programme, i.e. long-term stability and peaceful co-existence of returnees and host communities.

The evaluation results will be made available to programme/project managers and staff members of IOM and Sida in country as well as globally to strengthen the design of the on-going project/programme and

¹ Based on 2012 population estimates.

future projects/programmes in a similar context. The evaluation results will also provide a basis for accountability to the donor.

Specific objectives and scope

The specific objectives of the evaluation are as follows:

- ❖ To assess the project based on the OECD-DAC evaluation criteria: relevance, efficiency, effectiveness, impact and sustainability².
- ❖ To identify the lessons learned, best practices and to provide recommendations in order to strengthen/refine/further develop the design of the project/programme. The lessons and recommendations will also increase understanding of the project team of the connection between inputs and expected results and how and why a set of activities will bring about the expected changes.

Rationale

In June 2013, IOM launched the latest Village Assessment Survey (VAS) findings that provided baseline information on the state of basic services and infrastructure in the 30 counties with the highest returnee populations. These findings identified considerable gaps in access to basic services including water and education.

IOM is working on addressing these challenges in consultation with the Government of the Republic of South Sudan and humanitarian/development partners, and in accordance with the reintegration strategy developed by the Reintegration Theme Group (RTG). IOM plans to continue its reintegration programme with the objective of bridging the gap between humanitarian and development interventions, contributing to a shift from focusing on emergency humanitarian assistance towards the inclusion of initiatives that encourage reintegration and recovery and promote a more sustainable process, while laying the foundations for longer-term development.

In this regard, this evaluation will be undertaken before the end of the project in order to gain a better understanding of the achievements of the project and to provide valuable insight that will strengthen future project designs towards the realization of the set objective.

Methodology

The evaluation will be comprised of four phases: 1. Preparation; 2. Field data collection; 3. Analysis and reporting; and 4. Sharing and lessons learning.

1. Preparation

The preparation will include the following:

- Desk review of relevant literature
- A thorough analysis of problems and their causes that need to be addressed
- A thorough analysis of the theory of change and expected results

² Various OECD-DAC publications on evaluation are available on OECD website <http://www.oecd.org/dac/evaluation/>, including the definitions of the criteria.

- An inception report describing how the key questions will be answered and specifying the evaluation methodology to be used, along with a work plan.
- According to the agreed work plan between the evaluator and IOM, IOM will provide support in making necessary appointments and in-country transport arrangements for the site visit in the two counties, for the evaluator to execute their planned activities.

Documents related to this project are available to the evaluator, as listed below:

- Signed agreement between IOM and Sida
- Project documents
- Reports provided to Sida on the project
- Draft South Sudan Reintegration Strategy, October 2011
- 2013 Village Assessment Survey

In addition to the aforementioned documents, the evaluator will identify and review relevant literature to carry out a thorough analysis of the context where the project has been implemented.

2. Field data collection

The field work includes consultations with key informants, qualitative and quantitative data collection, and debriefing. The field work must include:

- Inception meetings with IOM and Sida project staff;
- Interviews with key government counterparts that are involved in the project implementation;
- Interviews with UN agencies and NGOs that are involved in the project, or working in the same sector/geographic area of intervention;
- Interviews and/or focus group discussions with direct beneficiaries of the projects;
- Sites visits in two counties;
- Debriefing meetings with IOM and Sida project staff, including staff based in field locations.

The evaluator will use multiple methods to triangulate their findings and ensure that these are based on a good understanding of the action context. The evaluator, bearing in mind that the project is on-going and that staff members already have considerable large workloads, will ensure that its research adds as small a burden as possible, while fulfilling the aim of the service requested. Before the evaluator's departure from IOM sub-offices in the field, he/she will discuss relevant recommendations that were identified during the field work with the IOM field staff.

3. Analysis and reporting

Following the field work, the evaluator will submit the draft report to IOM and Sida. The evaluator should incorporate, to the largest extent possible, the comments from IOM and Sida, while preserving his/her independent views as an evaluator. The final report will be reviewed and should subsequently be approved by IOM and Sida respectively. The outline of the evaluation report must be compliant with the format at **Annex A**.

4. Sharing and lessons learning

The evaluator will make a presentation (in PowerPoint) on the key findings and recommendations of the evaluation for the IOM and Sida project team. The objectives of this meeting are to enhance the learning of the project team on the strengths and weaknesses of the project design and implementation in relation with

the project objective and proposed outcomes; and to facilitate brainstorming process on a way forward to strengthen the project design and implementation for future projects according to the lessons and recommendations.

All services required for this evaluation should be delivered by **30 November 2013**.

Timeline [Duration: Maximum 10 weeks]

<u>Proposed timeline³</u>	<u>Duration</u>	<u>Activities</u>
Week 1-4	Max. 4 weeks (incl. 2 weeks for logistical arrangements)	Preparation phase Submission of the inception report and work plan by 20 September to enable arrangements of transport and appointments
Week 5-6	Max. 9 days	Field work including inception and debriefing meetings with IOM and Sida
Week 6-7	Max. 7 days	Submission of the draft evaluation report
Week 8	Max. 1 week	Review of the draft report, provision of feedback
Week 9	Max. 10 days	Consolidation of the report, final review and approval of the report by IOM and Sida
Week 10 ⁴	Half day	Presentation of the key findings and recommendations and a discussion with IOM and Sida

All required services must be delivered **by 30 November 2013**.

Expertise Required

One evaluation expert with the overall responsibility of providing the services outlined in this ToR. The evaluator has to demonstrate experience in the management of projects with focus on peace building, community stabilization and/or community development. Excellent communication skills in English both written and oral are essential.

Required qualification of the evaluator is as follows:

- Education at least Masters Degree Academic Level in Development, Humanitarian Aid, International Relations, or social sciences, or equivalent professional experience
- Preferably 10 years of professional experience in development, humanitarian aid, peace-building and related fields, including field experience
- Knowledge on the political, economic and/or social affairs in South Sudan a strong advantage

Objectivity, Confidentiality and Conflict of Interest

No expert may evaluate a project in which he/she, or the firm employing him/her under this contract, has been previously involved to any significant degree which could lead to suspicion of bias.

³ The proposed duration of each activity may be adjusted if deemed necessary.

⁴ The presentation of findings and discussion may be combined with the debriefing session at the end of the field work if deemed appropriate.

The objectivity and quality of expert's judgements are crucial for the credibility of the system. The expert involved should sign a declaration of impartiality and confidentiality.

Any information acquired under this contract other than that reported in the report, is to be treated as confidential. No information of commercial nature may be communicated or used for commercial purposes.

Roles and Responsibilities

Description of Tasks:

IOM will be responsible for

- Provision of documentation related to the project
- Facilitating contact with resource personnel and with actors involved in the project
- Participating in the evaluation as per the work plan submitted by the evaluator
- Coordination of the feedback process towards the finalization of the report
- Provision of timely feedback to the evaluator on reports
- Delivering the final report to actors' involved in the project including donor
- Provision of in-country transport assistance for the evaluator to fulfil his/her services, including booking of the UNHAS flights for the field work. The cost of transport and accommodation in Juba, and UNHAS flights, will be borne by the evaluator.
- Provision of translation services during the field work as needed

Sida will be responsible for

- Participating in the evaluation as per the work plan
- Provision of timely feedback to the evaluator on reports

The evaluator will be responsible for

- An inception report, which is based on the desk review of literature and project documents, reflects thorough assessments of causes to be addressed and the theory of change, and specifies details of the evaluation methodology, submitted along with an evaluation work plan
- Field data collection as per the work plan
- Debrief of the key findings, conclusions and recommendations
- Drafting and finalization of an evaluation report
- A presentation of the key findings, conclusions and recommendations, followed by a discussion on the way forward

Additional notes

- International travel, in-country transport and accommodation in Juba, and office facilities (typing, printing, copying, telephone/fax and internet facilities etc.) will have to be arranged by the evaluator and will not be provided by IOM/Sida.
- The evaluator must have a laptop computer and other necessary equipment for the collection of data and drafting of the requested report.
- During all contacts with stakeholders, the evaluator will clearly identify oneself as an independent expert and not as official representatives of IOM/Sida. All documents and papers produced by the evaluator will clearly mention on their first page a disclaimer stating that these are the views of the evaluator and do not necessarily reflect those of IOM/Sida.

Annex A: EVALUATION REPORT FORMAT [The report should be provided in English.]

Executive Summary (max. 3 pages)

The executive summary should refer to: (a) The purpose of the evaluation; (b) findings in accordance with the evaluation criteria on the project and the programme; and (c) conclusions, lessons learned and recommendations.

Introduction (max. 5 pages)

Briefly describe: (a) The purpose of the evaluation; (b) background; (c) rationale; and (d) the scope of the evaluation.

Methodology (max. 3 pages)

Indicate how the evaluation questions were addressed and what limitations were experienced. Describe the performance indicators used, as well as the sources of information and the methods for information collection and analysis.

Main results (max. 20 pages)

The section includes: (a) Key findings of the project against OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, impact, sustainability); and (b) analyses of successes and failures including identification of challenges and opportunities.

Conclusions, lessons learned and recommendations (max. 6 pages)

The conclusions and the underlying findings should be based on the evidence gathered by the evaluator, rather than on general principles and should take into account the specificity of each case. The lessons and recommendations provide the link between the results of the evaluation and future programme/project development. Recommendations should be as realistic, operational and pragmatic as possible; taking into account the circumstances currently prevailing in the context of the project, and of the resources available to implement them. Recommendations should include a refined results-based logical framework, to be submitted as an annex, if applicable.

Annexes

The report should include the following annexes:

1. The Terms of Reference
2. List of persons /organizations consulted
3. List of literature and documentation referred to
4. Refined results-based logical framework, if applicable
5. Details of collected data where appropriate (e.g. specific inputs from stakeholders, statistical analyses).