**TERMS OF REFERENCE**

**OFDA Final Evaluation**

Project Name: **Integrated Emergency Health, Nutrition, WASH and Child Protection project in the former Greater Eastern Equatoria State**

**Country: South Sudan**

**Project location: Kapoeta East, Kapoeta South and Budi**

**Project Background**

Save the Children has been driving impact for girls, boys, men and women in South Sudan for over 25 years in Child Protection, Education, Health, Nutrition, WASH, Food Security and Livelihoods (FSL), as well as Child Rights Governance (CRG). Save the Children discharges humanitarian response across the country in the seven former state of South Sudan to address the multifaceted needs borne out of conflict and drought. Save the Children is a leading health, nutrition and protection partner with an impressive footprint across counties in Upper Nile, Jonglei, Northern Bahr El Ghazel (NBeG), Eastern Equatoria (EES), and Lakes and in Abyei Special Administrative Area (ASAA).

Through funding from OFDA, SCI is scaling up the provision of lifesaving health, nutrition, WASH and Child Protection (CP) services in Kapoeta South, Kapoeta East and Budi; the program is a complement of existing health and nutrition interventions in the counties funded by UNICEF. The funding ensure the community health treatment provided by CBDs continue in order to prevent children from dying from common and preventable illnesses, while addressing underline causes of child mortality through improving WASH interventions. The most vulnerable children in the counties, who are in need of protection, are also be assisted. The project contributes to the reduction of morbidity and mortality from common communicable diseases and acute malnutrition, improve access to potable water and improve hygiene and sanitation practice, while increasing access to child protection and psychosocial support services for children in South Sudan.

The overall goal of this project is to provide lifesaving emergency response through an integrated package of health, nutrition WASH and Protection interventions for vulnerable populations in Kapoeta East, Kapoeta South and Budi Counties of the Former Greater Eastern Equatoria State. The services are provided through an integrated response approach delivering critical and life-saving assistance and comprehensive case management and psychosocial support to the most deprived children and their families. The project also addresses malnutrition and food insecurity, childhood and WASH-related diseases as well as, improve the protective environment for children and families that have experienced high levels of psychosocial distress through the five (5) primary objectives:

* To contribute to the reduction in morbidity and mortality from preventable communicable diseases among children under five years of age through the provision of lifesaving community based treatment services
* To strengthen the coordination of the National Health Cluster in South Sudan, through hiring of a Health Cluster Co-Coordinator and participating in Cluster activities
* To increase access to life-saving treatment services for acutely malnourished children under five while protecting, promoting and supporting appropriate infant and young child feeding practices that optimize nutrition and health survival outcomes in emergencies.
* Children and families affected by malnutrition due to drought have improved access to safe, adequate and quality water sanitation services and improve hygiene practices towards reducing sickness and ensuring better health
* To increase the protection of conflict and famine affected boys and girls in EEQ through provision of child protection services, referrals and community-based interventions

# Purpose of the evaluation

The purpose for this evaluation is twofold. On the one hand, the evaluation report will assess the performance of the OFDA and ensures **accountability** towards the USAID as a donor and the beneficiaries of the program. On the other hand, it offers a **learning aspect** for all stakeholders. The evaluation should identify key lessons learned from implementation of integrated approach (health, nutrition, CP and WASH) in South Sudan and substantial evidence of the value of collaboration for the delivery of project activities and contribution made towards the achievement of the principal objective.

**The evaluation will have three objectives:**

**Objective 1: Evaluate to what extent the save the children South Sudan integrated OFDA (Nutrition, Health, WASH, CP) project has delivered effective, efficient, relevant and timely activities to beneficiaries as set in the project log frame.**

**Objective 2**: **Evaluate and assess whether the collaboration between save the children, and line ministry (MoH) has added value to the interventions with a positive effect on beneficiaries and other stakeholders (UN Agencies, INGOs, National NGOs)? What has contributed to this added value and what has not?**

**Objective 3**: **Assess the key lessons learned and establish recommendations for future projects/response**

The evaluation should assess the following evaluation criteria and include all of the following questions:

**Objective 1: Evaluate to what extent the save the children South Sudan OFDA integrated project has delivered effective, efficient, relevant and timely activities to beneficiaries as set in the project log frame.**

1. **Effectiveness**:

The evaluation should assess the following:

* To what extent have the planned objectives in the log frame of the project been reached, per indicator, disaggregated by gender and age?
* To what extent have the project activities contributed to the overall goal? Was the response effective in saving life and responding to humanitarian needs?
* What were the major factors influencing the achievement of the objectives of the project?
* What opportunities for collaboration have been utilized and how have these contributed to increased effectiveness? Or otherwise?
* Have proper accountability and risk management framework(s) been in place to minimize risks on program implementation?
1. **Efficiency**:
* How efficient was the delivery of project by save the children, not only in terms of expenditure, but also in terms of implementation of activities?
* Was the project activity implementation (modality) considered to have been cost-efficient, while not compromising quality?
* What would have been opportunities within project to reach more beneficiaries with the available budget or to reduce costs while reaching at least the same number of beneficiaries without compromising quality?
* What choices were made in terms of collaboration and non-collaboration during program design? Why were these choices made?
* Were alterations made to the program design in terms of collaboration during the implementation phase based on the reality on the ground?
* What were the outcomes of these choices for effective and efficient program implementation?
1. **Relevance/Impact**
* How relevant were the objectives and activities, implemented in Health, Nutrition, Child Protection, and WASH sectors of the project, in addressing humanitarian needs in South Sudan?
* How have the humanitarian needs to be addressed by project been identified?
* How do beneficiaries perceive the relevance of the Kapoetat project and how has the activities implemented improved their lives? Are there any stories of change?
* How has the collaboration between Save the children and MOH and Ministry of humanitarian affairs, Gender and social affair contributed to appropriate response of specific needs and priorities of the beneficiaries?
* To what extent was project able to adapt and provide appropriate response to context changes and emerging local needs, and the priorities of beneficiaries?
1. **Timeliness**:
* Were the project design and interventions timely in responding to the needs on the ground?
* Were the activities timely implemented in comparison to project planning?
* Were funds available in time during implementation of the activities to respond to new developments,
* To what extent has the collaboration between save the children and MOH, Ministry of humanitarian affairs, Gender and social affair and other stakeholders contributed to efficient and timely coordination of logistic activities and processes?
1. **Reach:**
* To what extent have the project beneficiaries been reached and what mechanisms were in place to improve coverage?
* What are the main reasons that the project provided or failed to provide to its target beneficiaries proportionate to their need?
1. **Quality**:

The evaluation should assess the overall quality of the implementation. It’s important to include beneficiaries’ opinion on the quality of the services received.

* What mechanisms are in place to track project implementation of the save the children projects? (i.e. internal monitoring, evaluation, accountability, learning (MEAL) and quality assurance mechanisms)?
* How have they been utilized to increase quality within the project?
1. Did the quality of activities, delivered by project meet the needs and expectations of the beneficiaries? What do beneficiaries feel could be improved in Contribution to improving local capacity
* To what extent were the project interventions contributed to build long term community capacity?
* To what extent the project was participatory in all the project cycle?

**Objective 2**: **Evaluate and assess whether the collaboration between save the children, and line ministry (MoH), Ministry of Humanitarian affair and social affair, has added value to the interventions with a positive effect on beneficiaries and other stakeholders (UN Agencies, INGOs, National NGOs)? What has contributed to this added value and what has not?**

**Learning:**

* Which of the interventions, approaches, modality/strategy have been most effective according to save the children , MOH and Ministry of humanitarian affairs, Gender and social affair ?
* Is there any substantial evidence on how project learning were generated and applied to improve the delivery or effectiveness or efficiency of activities?
* Who benefited from shared learning experiences (e.g. quarterly, joint field visits, workshops provision on best approaches and methodology), mainly the NGOs or also the local sector, community members and beneficiaries?
* How did the different actors learn from these experiences?

**Complementarity and harmonization:**

* Are there any concrete examples of successful models of collaboration of save the children with other partners on geographic level, not just in terms of avoiding duplication but increasing complementarity and integrated programs affecting the reach and impact on beneficiaries?
* What are barriers and/or enablers to this?
* To what extent were the activities of the project complement to the work of other stakeholders, i.e. prevented duplication and contributed to the larger response activities in South Sudan?

**Visibility:**

* What measures have been taken to create visibility of the project’s added value towards MOH, Ministry of humanitarian affairs, Gender and social affair South Sudanese public (including beneficiaries), South Sudanese government, other INGOs/INGO forum?

**Joint activities:**

* What joint activities have been undertaken during the implementation of project, both at a field level as well as at a country office level? (Please provide concrete, short, substantial, cases of evidence)

**Objective 3: Assess the key lessons learned and establish recommendations for future projects (sustainability).**

**Learning**

The evaluation should at least include one lesson learned and recommendation per evaluation category, i.e. effectiveness, efficiency, relevance etc.

* What are the key lessons learned per objective? To what extent has the delivery of response activities contributed to effective, efficient, relevant and timely delivery of aid and enhanced impact for the beneficiaries?

**Sustainability**

* Is there evidence that the initiative is likely to grow – scaling up and out – beyond the project life?
* What are recommendations for future projects and what will be the added value of implementing them? Consider at least the below questions:
	+ What are potential opportunities to increase accountability to beneficiaries?
	+ How should recommendations be utilized for the future programing? Why these strategies?

# Methodology

The methodology will be developed by the consultant, as well as all relevant tools and presented in the inception report. The three strategic objectives mentioned in chapter 2 should be assessed, including all research questions under each objective.

The data collection should include the use of a number of approaches to gain a deeper understanding of the outcomes of the project, including:

* Desk review of background documents (concept note, project monitoring data, progress report, minutes of meetings and workshops, field visit reports etc.
* Survey with project beneficiaries in project implementation villages (clusters)
* Key informant interviews (e.g. with save the children project staff members, i.e. program manager, technical field staff, field coordinator and key community members/beneficiaries) to gather substantial anecdotal evidence on **the effectiveness, efficiency, relevance and timeliness** of the project activities implementation and delivery
* Focus group discussions (e.g. with beneficiaries, health workers, (trained) community members). The FGD will serve as input for the narrative anecdotal evidence.
* A learning event in Juba to disseminate lessons learned through a presentation and a workshop facilitated by the consultant

Next to the data collection method, an appropriate and strategic sampling method should be selected e.g. snowball sampling, purposeful random sampling or mixed purposeful sampling methods.

# Deliverables

The consultant is expected to lead, accomplish and submit the following deliverables within the agreed timeframe and budget:

* An inception report, which will serve as an agreement between parties on how the evaluation will be conducted. Items to address:
* Understanding of the issues and questions raised in the ToR
* Data sources; how to assess the questions in the ToR
* Research methodology, including suggested sample and size
* Team composition, preferably including a South Sudanese consultant if possible
* Schedule of activities and traveling (timeline)
* Proposal for a learning event/validation of evaluation findings in Juba
* Detailed budget
* Appropriate validated draft data collection tools (e.g. methodological guidelines, group interview questions)
* Raw data in any of the following statistical packages (STATA, SPSS, ODK) and also transcribed qualitative scripts
* A max 35-page draft and final report (in MS Office and PDF for final), excluding annexes and in English, in the following format at a minimum, to be submitted to Save the Children US. It is preferable to illustrate the results by appropriate graphs, visuals, tables and/or a dashboard with an accompanied explanatory text. The report should consist of:
1. Executive Summary in bullets (max. 2 pages)
2. Introduction
3. Methodology, including sampling and limitations
4. Analysis and findings of the evaluation. The analysis should be done according to the objectives:
	* + evaluation objective 1
		+ evaluation objective 2
		+ evaluation objective 3, including an implementation strategy for the recommendations
5. Address concerns, lessons learned and comments from save the children
6. Stories of change and quotes from respondents
7. Conclusions for each of the evaluation objectives
8. Recommendations for future projects
9. Annexes:
* Relevant maps and photographs of the evaluation areas where necessary
* Bibliography of consulted secondary sources
* Finalized data collection tools
* List of interviewees with accompanying informed consent forms
* PowerPoint presentation of preliminary findings to save the children in Juba
* Learning event for Health, Nutrition, CP, WASH partners in Juba. The structure and activities of the learning and evaluation meeting will be agreed with Save the Children. We expect attendance of 20-30 people in Juba.

# Indicative timescales

The data collection phase in the field is to be confirmed between the consultant and Save the Children, but ideally would start in first week of May 2019, with the final report deadline to Save the Children by the fourth week of June 2019.

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| Phase | Deliverables | Payment | Working days indication |
| Inception phase  | Draft inception report |  | 3 |
| Tools development phase | *Deliverable 1:* final inception report including budget, methodology and qualitative research tools, approved by SCUS, OFDA and South Sudan Project team. | 30 % of total budget |
| Data collection phase | Desk review, interviews in and field visits South Sudan |  | 15 |
| Data analyses phase | Presentation of initial findings in South Sudan and draft of the report |  | 7 |
| Evaluation report phase | Draft Evaluation Report, for comment by project team in South Sudan and SCUS and also OFDA team |  | 2 |
| *Deliverable 2:* Learning session in Juba | 30 % of total budget | 1 |
| *Deliverable 3:* Final Evaluation Report | 40 % of total budget | 2 |
| Total |  | **100%** | **30 days** |

\* Timetable depends on the weather, not all areas accessible in case of rain or insecurity.

\*\* Number of workdays as if for one consultant at senior rate, however lump sum to be divided over a team of researchers, preferably 1 senior English consultant and a local consultant.

# Roles and responsibilities

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| Lead Consultant | SC- South Sudan | SCUS & OFDA(*Contract holder)* |
| Develop an inception report, detailing the methodology-stakeholders to be interviewed, tools to be developed, time frame for the evaluation and budget | * Provide all required background materials to the consultant in a timely manner.
* Read and provide comments on the inception report including the proposed research methodology, the information gathering techniques and the suggested target sites.
* Providing data/information for desk review
 | * Review Evaluation consultant’s qualifications or specialized knowledge or experience required.
* Provide all required background materials to the consultant in a timely manner.
* Read and provide comments on the inception report including the proposed research methodology, the information gathering techniques and the suggested target sites.
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| Holds the overall management responsibility of the evaluation, including designing and carrying out the evaluation, drafting the final report and debriefing the project team and key stakeholders. | * Review and comment on deliverables
* Provide guidance where necessary
* Support logistics for the evaluation team where necessary
* Facilitate contacts with key beneficiaries and MOH, Ministry of humanitarian affairs, Gender and social affair
* Arrange logistics and planning of the field research, supporting the evaluation team during field work and bring research team to the beneficiaries
 | * Oversee the service provider by managing the consultancy contract; monitor adherence to specified deadlines; facilitating access to required information; review and comment on deliverables
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| Liaise with Save the Children US staff throughout the process, providing weekly updates and seeking their input and advice where necessary. Request approval in case of deviation from budget, and for miscellaneous costs. | * Provide guidance throughout all phases of execution, facilitation of the field work, including interviews with local government, communities, etc.
* Review and provide feedback to the project evaluation report
 | * Review and comment on draft report submitted by the evaluator i.e. preliminary reports and the final report, providing feedback to draft data collection tools and reports
* Approving all deliverables, and facilitating access to any documentation (or any person) deemed relevant to the evaluation process.
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| Sign the SCI Child Safeguarding Policy and abide by the terms and conditions thereof. |  | * Manage the evaluation budget and communication around costs and requests from evaluator for miscellaneous expenditure.
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# Qualifications and experience

Required

* At least Master’s degree in Public health, International Development Studies, Humanitarian Leadership Program, or a related field;
* Demonstrated experience of leading evaluations of integrated project (Health Nutrition, CP, WASH) program
* Demonstrated experience with quantitative and qualitative research, data base management and statistical data analysis
* Experience of working in South Sudan/East Africa
* Experience of evaluating emergency response programs
* Proven record of communicating with beneficiaries, also with children using child friendly methods
* Ability to assess and further develop a conceptual evaluation tool
* Relevant subject matter knowledge and experience regarding the thematic areas of this OFDA project
* Ability to deal with hardship and remote area field work

Preferred

* Strong understanding of humanitarian and evaluation ethics and a commitment to ethical working practices
* Advanced English writing skills Deep understanding of **Evaluation of Humanitarian Action (EHA)**
* Experience of working in insecure environments in South Sudan and managing security risks
* Action-oriented and evidence based approach and strong drive for results;
* Highly developed self-management, and communication skills;

# Guiding Principles and Values

Adherence to Save the Children Code of conduct, Child Safeguarding practices and confidentiality when interviewing or photographing children. Gender mainstreaming is key to Save the Children and the donor; therefore, the lead consultant will have to ensure that the research team is gender balanced, ensuring that females are available to interact with female beneficiaries and vice versa. The consultant will also take into account principles of impartiality, independence, objectivity, participation, collaboration, transparency, reliability, privacy, and utility throughout the process.

# Selection process

Save the Children will use its internal guidance, checklists and an interview process to select the successful consultant. The guidelines require consultant to submit a proposal explaining their comprehension of the ToR and how they would approach this assignment with a summary of their methodology especially in terms of how they plan to meet the objectives, including a time planning and budget. This should include a team composition with a lead consultant and at least one other experienced evaluator and a CV of each person to be involved in the assignment, including relevant experience, a detailed budget and time availability

# Submission of application

Along with their CV interested candidates should submit

* A technical proposal explaining their comprehension of the ToR and how they would approach this assignment, summarising the methodologies and approaches they plan to use, including a timeline.
* Two samples of similar previous assignments
* Their availability
* A financial proposal outlining their expected fees, costs of return flights, visas, meals and life insurance. ***Save will cover the in-country accommodation and all operation and field logistics costs***. In their proposal, candidates should consider that the budget will cover approximately 30 consultant days from third week of May to fourth week of June 2019.

Interested candidates/institutions should submit a technical and financial proposal and two samples of similar previous assignments. Applications should be submitted to ***Juba.Procurement@savethechildren.org****no later than* ***30th April 2019.***