

## Section 3

### TERMS OF REFERENCE (TORs)

#### Monitoring and Evaluation Services for BRACE II South Sudan

#### INTRODUCTION

1. BRACE II is a DFID-funded that aims to improve food security and resilience, primarily through reducing vulnerability to climate variability and extremes. It also aims to reduce vulnerability to communal conflict by increasing social solidarity and cohesion. BRACE II is a 5 year programme and will be implemented in 2 phases. DFID is investing £20 million in the first phase of 2.5 years.
2. This objective should be achieved through the creation, improvement or protection of 'community assets' and/or through other complementary / innovative approaches. BRACE 2 should also incorporate three key approaches which address the context within which the programme will work, which are: (1) Resilience and climate adaptation, (2) Conflict sensitivity and (3) Gender equality.
3. BRACE II will be implemented in 5 states. During its first 2.5 years, WFP (World Food Programme) and FAO (Food and Agriculture Organization) will implement BRACE II in the states of Warrap, Northern Bahr-el-Ghazal and Western Bahr-el-Ghazal (starting date 01/01/2016). In the states of Lakes and Eastern Equatoria, an open and competitive tender has been opened to national and international non-governmental organizations and the private sector (expected starting date 01/04/2016).
4. The programme is expected to work with up to 400,000 rural people (57,000 households) in the first 2.5 years. These should include agro-pastoralist, pastoralist and farming communities who are prone to climate disasters and communal conflicts.
5. The expected outcomes of BRACE II are:
  - Increased capacity of households and communities to absorb, anticipate and adapt to climate variability and extremes;
  - Reduced hunger gaps and improved food security;
  - Improved community assets that protect food security by limiting extreme climate damage;
  - Reduced vulnerability to communal conflict through improved social cohesion;
6. These TORs apply to the delivery of Monitoring and Evaluation (M&E) services.

#### OBJECTIVE

7. The programme will be evaluated as a whole (2 interventions implemented in 5 states). The large part of the M&E activities should be done by the partners implementing BRACE II. The supplier will support and build the capacities of the partners for doing so. Independent monitoring missions and evaluations will also be realized by the supplier, which should be used to refine the projects' design and delivery, and further assess partners' needs in terms of capacity building.
8. With the support of the supplier, the partners should develop and implement a comprehensive M&E strategy that aims to provide evidence of the suitability of this intervention in improving resilience in a highly complex environment. The existing evidence base is very limited for South Sudan and the results of the evaluation will be

particularly important for influencing policy development and other programme design.

9. The BRACE M&E supplier is tasked with:

**(1) Supporting all BRACE II partners on M&E** in order to produce robust evidence and learning, to establish a feedback mechanism that gives communities a voice and enables two way communication and accountability to beneficiaries, and to communicate with each other effectively in order to share experiences and knowledge and improve delivery.

**(2) Conducting independent M&E** to answer a set of key questions<sup>1</sup> at two levels:

1) Intervention level (*are we doing the things right?*) – Primary focus on delivery and effectiveness (What results is BRACE II delivering?)

2) Programme level (*are they the right things to do?*) – Primary focus on comparison and learning (between and from the projects):

- How relevant are the interventions?
- Are they cost-effective and do they offer value for money?
- Are the interventions reducing the vulnerability of the communities and increasing their resilience (impact)?
- What is being learned about enhancing and measuring resilience?
- How sustainable are the interventions? (To what extent the benefits will continue after the intervention and what are the major factors influencing the achievement or non-achievement of sustainability?)
- To what extent are the interventions conflict-sensitive? How did this influence initial design and further adaptation of the projects?

## THE RECIPIENT

10. The primary recipients of this programme are DFID South Sudan and partner organisations of DFID under the BRACE II programme (WFP, FAO, and another Service Provider to be selected).

## SCOPE

11. These Terms of Reference (TORs) set out the scope of work for supporting the M&E component of the BRACE II programme in 5 states of South Sudan (Northern Bar el Ghazal, Western Bar el Ghazal, Warrap, Lakes and Eastern Equatoria states) during its first phase of 2.5 years. However, acknowledging that deterioration in the overall security in South Sudan is possible, DFID's partners may operate in revised geographical locations over the course of BRACE II.

## REQUIREMENTS

12. The M&E supplier is responsible for delivering a range of services including the following:

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<sup>1</sup> The evaluation questions and any refinement of these should be addressed at inception.

## Component 1 – Technical support to BRACE II partners on M&E

- a. The technical support to the different BRACE II partners aims to build capacity to produce robust evidence and learning, and to promote a greater level of transparency, participation, accountability and local ownership.
- b. Within the component 1 (technical support), the supplier should support BRACE II partners in the following areas:
  - Support partners for the development of the M&E strategy, and of the interventions' theory of change, logframe, and M&E tools<sup>2</sup>;
  - Support partners to ensure that their M&E systems are adequate, and that their M&E activities are coherent and planned in detail;
  - Support partners in developing the methodology and tools related to the impact evaluation (baseline / endline) and monitoring systems in order to ensure the quality and appropriateness of the data collected<sup>3</sup>;
  - Support partners in synthesising and interpreting data collected in order to ensure the quality and robustness of the studies that will be produced by partners;
  - Support partners in establishing mechanisms that give communities a voice, enables two way communication and accountability to beneficiaries, and enhance participation and adaptive programming (including but not limited to feedback mechanisms);
  - According to needs identified, develop and provide training to staff and other local actors on issues such as data collection, data management and analysis, communication with communities, conflict-sensitivity analysis, etc.;
  - Support partners in refining their VfM strategy, which should demonstrate how partners will measure VfM and ensure VfM is improved and maximized throughout the project.
  - Support partners for revising the theory of change, logframe, and work plan on the basis of the learnings;

## Component 2 – Independent M&E services

- a. The purpose of the independent M&E services is to provide independent assessments across all implementation partners to generate evidence that can enable relevant adjustments to programme design and delivery.
- b. Within component 2, the services to be provided will include:

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<sup>2</sup> To do so, the supplier will review with the partners the quality and relevance of the documents included in the proposals and developed during the inception phase, looking at the feasibility and coherence of the M&E system they imply. This work might necessitate the organisation of workshops with partners.

<sup>3</sup> **Data collection will be the responsibility of the BRACE II partners.** In the case that the baseline study is completed before the beginning of the contract, and if it is considered that additional information should be collected (and particularly qualitative information), the Supplier will support the design of additional data collection tools that will further complement the baseline.

- Conducting 8 monitoring missions, further summarized in 8 monitoring reports (4 for each intervention)<sup>4</sup>. All sites (community assets) visited during the monitoring missions should be tracked with GPS coordinates;
  - Facilitating 4 partners' learning and action workshops, during which presentations of findings and recommendations will be made by the SUPPLIER;
  - Conducting 2 final evaluation (1 for each intervention<sup>5</sup>) to assess the performance of the project and systematize lessons learned, further summarized in 2 final evaluation reports<sup>6</sup>.
- c. For the component 2, the supplier should provide an overview of credible methodology, but are not expected to provide detailed methods. These will be negotiated during the inception phase and detailed TOR will be developed with the Evaluation steering committee.

## **OTHER REQUIREMENTS**

13. The two components are closely related. More particularly, it is expected that the second component (independent M&E) will be used to refine the design and the provision of technical support services.
14. An inception period of 2 to 3 months will be included, and will allow refining the evaluation questions, refining the M&E strategy with the partners, as well as the logframe and theory of change, and assess partners' capacities and needs in terms of technical support.
15. If circumstances require, adaption in the methods and activities can be discussed with the Evaluation Steering Committee after the inception.
16. To the extent possible and where appropriate, the data collected and reports realized under BRACE I should be used for BRACE II. BRACE II evaluations should be appropriately balanced between quantitative and qualitative data. Studies produced under BRACE I can be found at:  
<http://www.southsudan-braceproject.org/>
17. The following principles and ethics should guide the delivery of services, in both components:
  - a. Ensure that partners' overall M&E systems have an appropriate balance between qualitative and quantitative results;
  - b. Support the development of a people-centred evaluation approach, including the use of participatory and community-based M&E approaches;

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<sup>4</sup> Monitoring mission reports should outline key findings and recommendations. They should use pictures (where applicable) and graphs to illustrate key points. Text boxes should capture community voices. They should be written in simple non-technical English. These should trigger an Evaluation Steering Committee meeting to review and prioritise programme adaptations.

<sup>5</sup> One evaluation for the WFP-FAO project in the states of Northern Bahr-el-Ghazal, Western Bahr-el-Ghazal and Warrap, and one evaluation for the project in the two states of Lakes and Eastern Equatoria

<sup>6</sup> Detailed TOR will be provided by the Evaluation Steering Committee. These reports will complement partners' evaluation reports, which will be measuring the changes observed from the comparison between the baseline and endline.

- c. Promote simple community-based M&E tools that enable the communities to engage in a relevant and meaningful way;
  - d. Where possible, integrate training and oversight of South Sudanese staff from within the local area, building on their cultural knowledge, languages and ability to develop relationships of respect, trust and openness with communities;
  - e. Promote feedback of findings to communities (closing the feedback loop);
  - f. Promote a culture of learning and openness for critical reflection among agencies, partners and communities. Support cross-learning between partners and stakeholders (including frontline local staff) by enhancing effective communication on sharing experiences and knowledge;
  - g. Adequate attention needs to be given to issues of conflict sensitivity and gender sensitivity;
  - h. Ensure that interventions capture the ideas and perspectives of different social groups in communities of how the programme can better meet their aspirations;
  - i. When relevant, ensure that differences in the beneficiary communities' population are considered, including key differences such as differences in levels of vulnerability, gender, returnees and hosts and ethnic/ community background.
18. All evaluation products should have a clear focus on the progress towards sustainable impact and also reference the OECD DAC evaluation criteria.

## **REPORTING**

19. The Supplier will report to DFID on contract and budget issues and to the BRACE II Evaluation Steering Committee (headed by DFID's Livelihoods Advisor) on the technical issues.
20. The Supplier will provide progress narrative and financial reports to DFID SS on a quarterly basis. DFID will provide feedback within ten working days. The Supplier will incorporate this feedback and provide final versions of reports within a further ten day period.
21. The Supplier will provide a project completion report and final financial report required three months after project closure according to an agreed format approved by DFID.
22. The Supplier will provide annual audited accounts where DFID project funds are clearly segregated from other funds. Alternatively, a statement showing DFID project funding that is certified by an independent and appropriately qualified auditor; accompanied by the annual audited accounts. DFID SS reserves the right to undertake spot checks of the Supplier and any downstream partners.

## **DUTY OF CARE**

23. The Supplier is responsible for the safety and well-being of their personnel and Third Parties affected by their activities, including appropriate security arrangements. They will be also responsible for the provision of suitable security arrangements for their domestic and business property. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their personnel receive the required level of training and where

appropriate complete a UK government approved hostile environment or safety in the field training prior to deployment.

24. As part of its Duty of Care Policy, DFID South Sudan has assessed the country and project risks in order to allow Suppliers to take reasonable steps to mitigate those risks during the duration of the contract. Below is the table attributing the overall Country Wide scoring on the date of the assessment.

Project:	BRACE II Northern Bar el Ghazal, Western Bar el Ghazal, Warrap, Lakes and Eastern Equatoria States.
Date of Assessment:	August 2016
Assessing Officials:	

The overall risk summary assessment is that the project is high risk.

Theme	South Sudan – country wide
OVERALL RATING <sup>[1]</sup>	4
FCO travel advice	4
Host nation travel advice	None available
TranSupplierortation	4
Security	4
Civil disorder	5
ESupplierionage	2
Violent crime	5
Terrorism	3
War	3
Hurricane	1
Earthquake	2
Flood	3 <sup>[1]</sup>
Medical Services	4
<b>Nature of Project/ Intervention</b>	<b>3</b>

1 Very Low risk	2 Low risk	3 Med risk	4 High risk	5 Very High risk
Low		Medium	High Risk	

<sup>[1]</sup> The Overall Risk rating is calculated using the MODE function which determines the most frequently occurring value.

<sup>[1]</sup> Flooding does occur during the rainy season between August and November in the North and North-Eastern States of Warrap, Lakes, Unity, Jonglei and Upper Nile.

## BACKGROUND

25. BRACE II builds on the BRACE programme which was implemented in the three states (Western Bahr-el-Ghazal, Northern Bahr-el-Ghazal and Warrap) by the World Food Programme (WFP) and its Cooperating Partners. The UK invested £15 million over three years in the BRACE pilot.
26. BRACE II will be extended in 2 additional states (Lakes and Eastern Equatoria). In order to explore other approaches and delivery model, it was decided that WFP and FAO would continue implementing BRACE II in the 3 states of Western Bahr-el-Ghazal, Northern Bahr-el-Ghazal and Warrap, and that the implementation in the 2 additional states would be done by another service provider. Cross-learning between the two BRACE II interventions, and with other stakeholders, should be an important feature of BRACE II.
27. BRACE II aims to deliver sustainable positive impact in people's food security and livelihoods. Expected changes are: A) Up to 400,000 people work together to improve and maintain their shared agricultural and natural resource assets; B) Communities adopt practices which improve management of their natural resources resulting in more secure livelihoods and less communal conflict, and C) Effective community participation.
28. This programme also aims to address immediate food insecurity and avert hunger. In the intervention implemented by WFP-FAO, communities will receive cash in return for work that improves their resilience against climate damage. This approach is known as 'Cash for Assets' (CFA). In the intervention to be implemented in the two additional states, DFID is open to other innovative approaches that meet the same programme objectives.