

Bringing hearts and minds

together for children

**TERMS OF REFERENCE**

CALL FOR INDIVIDUAL CONSULTANCY FOR AN ASSESSMENT OF THE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS**/COMMUNITY BASED ORGANISATION INITIATIVES ON TACKLING FEMALE GENITAL MUTILATIONS AND CHILD EARLY AND FORCED MARRIAGES AND PROMOTION OF GENDER EQUALITY IN KASSALA, WHITE NILE AND NORTH DARFUR, SUDAN.**

1. **Introduction to Plan International Sudan**

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls. In Sudan, Plan International has been working for more than 40 years, building partnerships with and for children in over 300 communities in White Nile, Kassala, North Kordofan and North Darfur.

Plan International Sudan is implementing its new Country Strategy which covers the five-year period that runs each year from July to end of June each year. The Plan’s strategy is in line with the government of Sudan’s development, the Sustainable Development Goals, and the child rights agenda with specific focus on the rights of girls and excluded groups. Our overarching ***goal*** is to ensure that “Vulnerable children and youth are able to realize their full potential within protective and resilient communities which respect and promote girls’ equality”. This will be achieved through five strategic

1. Vulnerable Children 6-14 years particularly girls and young women complete quality gender responsive and inclusive formal and non-formal basic education to succeed in life.
2. Vulnerable Young people particularly young women (15-35 years old) are able to decide on their lives and lead in economic, social and civic life of their communities.
3. Vulnerable children particularly girls and young women live in communities free from all forms of violence, traditional harmful practices and gender discrimination and are able to take decisions on their lives.
4. Vulnerable children particularly girls 0-5 years grow up equally valued and cared for to thrive in communities and societies that respect child rights and equality.
5. Vulnerable children, especially girls, live in resilient communities and have free and safe access to life-saving services during and after natural disasters and conflicts.

The objectives are to utilize the communities and individuals’ level to promote the attitudinal and behavioral changes which are required to support transformational change for the improvement in the child rights and gender equality situation in Sudan.

We aim to strengthen the capacity of communities, children and youth to lead their own development, and to this end we will support civil society and local organizations to monitor and support the implementation of policies and laws that create a conducive environment for the attainment of child rights, particularly those that pertain to girls and young women.

1. **Background:**

In December 2019, SIDA and Plan International entered into partnership to implement a project titled **“Obligation to Empower and Protect Girls in Sudan (OPEG)”.** The four-year project, divided in two phases, is in line with Plan International Sudan strategy 2018–2022, with an overall goal to ensure *“Vulnerable children and youth – in particularly girls and young women – live in communities free from all forms of violence, traditional harmful practices and gender discrimination, and are able to take decisions on their own lives”.*

The purpose of the OPEG project is to ensure *“Communities, civil society and government structures adopt positive social norms and laws to protect children's rights with a particular focus on tackling FGM and child marriage in Kassala, White Nile and North Darfur”*

The OPEG project aims at mobilizing the commitment of political leaders, technocrats, religious and community leaders; women, men, youth and girls themselves to contribute to achieving gender equality and elimination of FGM/CEFM in Sudan, which is in line with global commitment of ending all forms of violence against women and girls, by targeting violation that undermine women and girls’ rights and contribute to gender inequality across Sudan. The OPEG project supported by SIDA, will deploy targeted, well focused interventions in Kassala, North Darfur and White Nile, aimed at achieving significant improvements in the lives of vulnerable girls.

1. **The OPEG Project and its Scope**

The OPEG Project Sudan, is anchored on four outcomes, interlinked to community-centered approach in the implementation of its interventions; in addition to in-depth learning outcomes through studies. These includes:

**Outcome 1:** Communities women and men are empowered to bring about positive change in attitudes and behaviors on gender equality.

**Outcome 2:** CSOs and CBOs, particularly women and youth CBOs, male and female adolescents, young boys and girls have strengthened capacity to promote gender equality, social accountability mechanism and advocacy to combat FGM and child marriage

**Outcome 3:** Strengthened government systems and capacities to protect and prevent child marriage and FGM and influence policies, strategies and legal frameworks on FGM and child marriage*.*

**Outcome** **4**: Strategic interventions to social norms transformation are identified

The project has a national scope and targets three states of: Kassala, White Nile and Darfur; in addition to national interventions.

Within **outcome 2** of the project, the **Activity 2.1.1 Undertake a CSO/CBO capacity gap assessment** is meant to support CSOs/CBO to combat FGM/CEFM and tackle gender inequality among the targeted locations, primarily, among the communities they serve in respect to their mandate as defined in their strategic objectives.

1. **The OPEG Project Consortium Partners**

The government departments involved in the project are; National Council of Child Welfare (NCCW) and it states branches, Family and Child Protection Units (FCPUs) at states, States Ministries of Social Welfare (SMOSW), States Ministries of Education (SMoE), States Ministries of Health (SMoH)

Under Civil Society Organization, Plan International Sudan is in partnership with the following partners a:

1. Sudanese Organization for Research and Development (SORD), Kassala.
2. Sudan National Committee on Traditional Practices (SNCTP), North Darfur
3. Child Rights Society (CRS), While Nile
   1. **Overall Purpose/Objective of the consultancy**

To assess the capacity of CSOs to combat FGM/CEFM practices and tackle gender inequalities among the populations in the three states of Kassala, White Nile and North Darfur and support the development of the capacity building plan to improve the CSO capacity in addressing the identified gaps

* 1. **Specific Objectives**

The specific objectives of this consultancy are: -

1. To map and assess the capacity of CSO/CBOs (organizational, technical, areas of focus and management capacity) existing in the project locations and support the development of the capacity building plan for improvement
2. To assess the external factors hindering CSOs/CBOs and other community structures (groups, committees etc) engagement and work on FGM/CEFM and gender equality domains in their areas of operation
3. To map out relevant state and community structures implementing laws and policies for social norm change and CP enacted by government
4. To assess and support the CSO to develop action plans to promote gender equality and social accountability among the population they serve
5. To support the development of state specific action plans to combat FGM/CEFM among the populations in the three states mentioned.
6. **Rationale**

As mentioned in the objectives, this assessment has been commissioned with the intention to support CSOs to improve the quality of their services in response to cases of FGM/CEFM, as well as their coordination mechanism. This activity will contribute to the **outcome 2** of the OPEG project: “CSOs and CBOs, particularly women and youth CBOs, male and female adolescents, young boys and girls have strengthened capacity to promote gender equality, social accountability mechanism and advocacy to combat FGM and child marriage”

Broadly, the OPEG project will contribute to the promotion of SRHR of girls and gender equality for girls and women through the creation of a broad-based partnership with Civil Society, Government, faith-based institutions, communities, media, girls themselves; and, build a social movement of women, men, girls and boys as champions and agents of change at the national, subnational and community levels. A specific focus will be on reaching out and inclusion of women and girls who are often isolated and most vulnerable to FGM/CEFM and other harmful practices due to intersecting forms of discrimination. In addition, the project will also seek to address the broader mandate of sexual and reproductive health and rights of young people.

1. **Methodology and Approach**

This assessment will take two dimensions. First, this assessment will be informed by a desk-based review on existing community structures (CSO, CBO, networks, forums, coalitions) to achieve strengthening of these assessments of the organizational, technical and management capacity of civil society organizations to deliver quality FGM/CEFM preventive initiatives, while at the same time ensuring advocacy for gender equality among the target populations.

The assessment will use:

1. Qualitative data compiled through an in-depth interview with key informants;
2. A round of semi-structured interviews with focus groups;
3. qualitative and quantitative data collected through a survey focused on the providers of the CSO/CBOs and beneficiaries receiving services from them; and
4. A cross-sectional analysis that can provide general recommendations to strengthen the capacity of CSO/CBOs based on a set of pre-defined markers linked to gender equality and combating FGM/CEFM

The data gathering component for this assessment will include an initial round of interviews to identify CSO/CBOs currently active and recognized by the communities and government authorities in areas of FGM/CEFM and gender equality activities in Kassala, White Nile and North Darfur. This will entail initial rapid mapping to narrow down those CSO currently providing services specifically in the three mentioned states under OPEG project. The consultant is expected to discuss with Government entities, CSO umbrella organizations, experienced CSO and UN offices in those areas, to ensure that all known CSO/CBOs are considered, and that those considered are known. Key CSO addressing marginalized populations, even if not CSO/CBOs, could be considered in the assessment report to make it a complete document, even if these CSOs are not currently engaged in anyway with Plan International Sudan.

Secondly, the consultant will prepare the methodological package and engaged with the CSOs/CBOs themselves, in a participatory manner, to develop own capacity building activities to strengthen their desired capacity and their internal governance systems geared towards improving their capacity in areas of gender inequality and FGM/CEFM initiatives and programming, and also strengthen their organizational capacity for greater impact and sustainability. This will include a guidance note to CSOs/CBOs based on participatory assessment findings, to develop action plans to tackle FGM/CEFM and gender inequalities and specific training on how to develop a costed work-plan to address identified gaps to respond to cases FGM/CEFM and gender inequalities. The action plans will have to respond to quality standards, include output, outcome, impact, and relevant indicators and be aligned with the OPEG project results framework. After the workshops, the consultant might be contacted for a follow-up, including an agreed number of meetings to support the CSO/CBOs in the development and for the revision of the action plans.

1. **Key Deliverables (Outputs)**

The assessment will focus on the following markers/areas, that will be revised, reorganized, and complemented by the consultant:

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| **#** | **Parameters** | **Areas of focus** |
| **A** | **Organizational, Technical, Areas of focus and Management Capacities of the CSO/CBO** | |
| 1 | Type of organization: | Is it led by the community (member-based)? Is it faith-based? Is it composed of members or affiliates? Is it open to the public? Is the CSO/CBO banned or inserted in a list of proscribed organization by UN agencies, or other institutions or the government? If yes, for which reasons. |
| 2 | Date of establishment and legal status: | When was the organization established? Does the organization have a legal capacity to operate or have legal requirements to register and operate as an NGO/CSO? Explain the evolution of the CSO/CBO since the establishment. |
| 3 | Certification, accreditation, and affiliation: | Is the CSO/CBO certified in accordance with any international or local standards? Which are the entities the CSO/CBO has an affiliation with? Is the CSO/CBO part of any alliance? |
| 4 | Mandate and constituency: | What are the CSO/CBO primary purpose of existence, mandate, vision? Which are the CSO/CBO’s main areas of interest? |
| 5 | Administrative and governance capacity | Governance Structures (boards, membership trustees & their functions and how decisions are made and implemented, including feedback from community or members that reveals their level of influence and organizational legitimacy)  Also, does the organization consult children and young people/youth in determining their priorities? What inclusive approaches are used? |
| 6 | Funding and Budgets | Existence of a budget and average annual budget (financial delivery in the preceding 2 years and projected inflow of financial resources for the current and following year); list main donors, projects, and scale of funding. Name other funds’ sources. Existence of a bank account. Existence of administrative staff. |
| 7 | Available expertise and Capacity building initiatives: | What pool of expertise does the CSO/CBO have? In which areas? Any on Child Protection, FGM/CEFM and gender equality? If other, explain?  Which are the main capacity building activities the CSO/CBOs participated into? Which was the training received by staff? Did the CSO/CBO apply for a small grant from any organization to carry out capacity building initiative? If so from where? For which actions? Was it granted? |
| 8 | Strategic planning. | Does it have a strategic plan or annual work plans? Are these plans monitored and evaluated periodically? Are strategic plans and policies gender-mainstreamed and children and youth focused? |
| 9 | Communications and advocacy. | Does the CSO/CBO engage in public or targeted campaigns? How are the targeted population are informed about the offered services? Does the CSO/CBOs communicate its results with partners; does it have an advocacy plan? |
| 10 | Infrastructure | Does it have an office? Does it have facilities to engage with youth or girls and women? What are other available facilities? |
| 11 | Detailed description of geographical area | Where there are offices, and where (parishes, communities) the CSO/CBO has the capacity to operate and reach in different areas or way. Please note that specific attention must be placed on Kassala, White Nile and North Darfur |
| 12 | Detailed description of populations they serve. | Offer an approximate number of people of each specific group reached by the organization, specifying sex and gender, to the extent possible. |
| 13 | Types of services provided to each category of population. | Including but not limited to peer-support, youth, women, counselling, PSS, commodities, referrals, health services, legal support, other justice services, social services, safety, and relocation, helpline, etc.  Specify what professional (with which qualification) is offering each of the services and on which days/hours are the services provided. Offer quantity of population reached by each service, to the extent possible. |
| 14 | Outreach services. | Does the CSO/CBO do outreach activities? Which activities? What specific channels does it use to do outreach? Are these channels effective? Quantify approximate population reached by gender. |
| 15 | Analysis of the quality of the services providers taking into consideration the following dimensions of quality services: | Inclusive and sustainability planning (Availability; Accessibility; Adaptability; Appropriateness; Safety; Confidentiality and consent; effective communication; participation of stakeholders in design/implementation/assessment of services/ data collection/ quality; and human right approach). |
| **B** | **Female Genital Mutilation & Child Early Marriage Eradication Initiatives by CBO/CSO & Other Structures** | |
| 16 | Situation/context Analysis on FGM/CEFM | Is the CSO/CBO aware about the magnitude of FGM/CEFM in their areas of operation? Findings: |
| 17 | Engaging with Girls and women | Does the CSO/CBO understand the most protection risk that affect children, mostly girls and women in their community? What role have they played protecting girls and women? Are there any services being offered to survivors? |
| 18 | Experience Tackling FGM/CEFM | Is the CSO/CBO **engaged in FGM/CEFM education and prevention activities** in some way? If so, how? Have they undergone any training on behavioral change and communication training on FGM/CEFM advocacy?  Findings: |
| 19 | Personnel Skills, Knowledge, Attitudes, and Practices of the CSO/CBOs service providers towards the populations on FGM/CEFM | Do the personnel know are understand the impact of FGM/CEFM on girls and women? Do they have specialist or advocates who have championed the vice? Any feedback mechanism or modalities of engaging with populations (approaches, strategies)? Any other findings: |
| 20 | Coordination and referrals | Does the CSO/CBO cooperate with other actors in health, social, police, justice sector in tackling FGM/CEFM? what are the main gaps and challenges identified.  Findings: |
| 21 | State Departments/Authorities | Does the state have departments (with personnel), laws, policies) specifically focusing on handling issues to FGM/CEFM and related negative social norms that promote the vice |
| 22 | Community Structures engaged in prevention activities on FGM/CEFM | Are there community groups (women, youth, mixed) working on FGM/CEFM? For how long? What has been their success stories? How can Plan and its partners engage them |
| 23 | Any factors (external) hindering CSOs/CBOs and community structures in engaging in FGM/CEFM interventions?  Any other findings on FGM/CEFM | Does the CSO/CBO face social norms resistance, lack of recognition or trust in them by community members or duty bearers, maybe even risks of being targeted by attacks linked to political / religious / strong community norms? |
| **C** | **Gender Transformation Initiatives by the CSO/CBO** | |
| 24 | CSO Understands the Context (Analysis) | Does the CSO/CBO understand the rights violations against girls and women and the inequalities that exist between men, women, boys and girls? Has the CSO/CBO been able to unpack how and why these inequalities exist and how it affects different populations in their community depending on their sex, disability, age and diversity |
| 25 | Challenging Gender stereotypes | Does the CSO/CBO understand and challenge the discriminative gender norms and practices (roles, representation, participation, decision-making, ownerships, capabilities etc) |
| 26 | Working with girls and women to improve their agency | Does the CSO/CBO work with girls and/or women to improve their agency (consciousness, skills, knowledge, confidence)? Does it support them to identify risk and self-protection issues and to engage and mobilize others in order to influence on gender equality and inclusion |
| 27 | Working with boys and girls to promote gender equality | Does the CSO/CBO work with males (boys, men) to increase their understanding and involvement in promoting gender equality and changing power dynamics, and to explore and develop non-violent and positive masculinities in their communities |
| 28 | Giving equal opportunities in the organization | Does the CSO/CBO embrace equal opportunities to men and women at work Place? What is the composition of the CSO/CBO leadership in terms of gender? Do they have gender policy at work place? Any other? |
| 29 | Enabling environment that promotes gender equality | Does the CSO/CBO work with and/or coordinate with other agencies to strengthen gender equality and inclusion? Does the CSO/CBO work with local community groups, leaders and families to promote gender equality and inclusion |
| 30 | Any factors (external) hindering CSOs/CBOs and community structures in engaging on gender equality interventions?  Any other findings on FGM/CEFM | Does the CSO/CBO face social norms resistance, lack of recognition or trust in them by community members or duty bearers, maybe even risks of being targeted by attacks linked to political / religious / strong community norms on positive gender transformative domains? |

The assessment should evaluate the capacity of the CSO/CBOs in a participatory manner, in order to address concrete parameters that addresses issues of gender inequality and FGM/CEFM practices, with proper services (prevention, mitigation, referral for legal redress etc). this, in the short to long term, inform the formation and strengthening of CSO/CBO/community structures forums to embrace and have an advocacy forum to tackle FGM/CEFM and promote gender equality. Additionally, focus will be to ensure the targeted CSOs/CBOs have the minimum requirements for their operations in terms of legality and their governance and technical capacity.

The results of the data gathering component will inform a cross-sectional analysis of all CSO/CBOs assessed and produce a set of general recommendations to strengthen the capacity of CSO/CBOs based on the pre-defined markers included in the data gathering component. Recommendations will be shared with the Plan International, its partners, and the assessed CSO/CBOs.

The consultant will organize and lead the validation of the assessment findings and recommendations with key informants defined together with Plan International Sudan, its partners and all the actors in the three states targeted.

1. **Duration: 42 Days**

The Consultant is expected to submit the following deliverables in accordance with the time frame listed

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| --- | --- | --- |
| **#** | **Deliverable** | **Approximate Due Date after signing Contract** |
| 1 | Methodology for the assessment designed, including an introductory desk review | 5 days after signing the contract |
| 2 | Information gathered and assessment developed, and report presented, including capacity development plan | 21 weeks |
| 3 | Workshop for CSOs on methodological package inclusive of action plans development based on the assessment findings | 7 days |
| 4 | Workshops for the 3 states (Kassala, White Nile and North Darfur) on findings of the final report, CSO action plans and Summary presentations at for Plan International Country Office and follow up reports | 9 days (3 per state, including travel days) |
|  | **Total** | **42 days** |

1. **Location of activities and expected travels:**

The consultancy will require collecting data and assessing the capacity of CSO/CBOs located in the three states of Kassala, White Nile and North Darfur where OPEG project are being implemented. To guarantee the quality of the products, the consultant is expected to travel to the location of the CSO/CBOs. Face to face activities, if allowed by national authorities is encouraged but taking precautions on established COVID 19 SOP to ensure DO NO HARM principle when conducting the agreed activities. The applies to the planned dissemination workshops.

1. **Inputs/services to be provided by Plan International:**

* The consultant will be provided working station at Plan Offices at state level or placed with our consortium partners
* The consultant will not be provided with equipment. The consultant will have to use his/her own resources to conduct the assessment.
* Plan International will provide background documentation, if needed. It will be optional to provide a list of CSO/CBOs and facilitate the contact with them and other key stakeholders.
* Plan International will support with the organization of virtual meetings when required and workshops
* Allocate a dedicated staff to oversee and supervise the implementation of the assessment
* Work with the lead consultant to review the tools
* Provision of project documents (the Proposal, result framework, and risk assessment).
* Provide linkages to relevant resources and information available.
* Facilitate the approval of the assessment with local authorities in the three states.
* Conduct start-up meeting with the consultant before the mission to the fields.
* Provide financial support to the consultant on time based on signed contract agreement.
* Ensure the consultant and the working team understand the safeguarding policy and code of conduct.
* Ensure consent forms are available and used by the consultant.
* Ensure quality control during the whole process of the assessment.

1. **Required Qualifications, Competencies and Expertise:**

This consultancy requires an individual with expertise in organizational development and management, human rights and gender issues, with specific knowledge and experience of working with the most vulnerable populations. Specific qualifications and experience include:

* Minimum of postgraduate studies and training in any of the following relevant areas: Social Science, Gender Studies, International Development, Law, Human Rights, organizational development and management, Political Science (with bias in Civil Society and Strengthening Enabling Environment) ,
* Minimum of 3 years’ experience of proven record of working in planning, management, monitoring of gender equality and human rights programs and capacity building for CSOs and/or organizational development support to CSO partner, with theoretical principles on governance of CSOs
* Proven record of similar assessments and capacity building activities.
* Proven records of qualitative and quantitative situational analysis.
* Good understanding of Sudan’s human rights framework and situation, above all with reference to FGM/CEFM
* Excellent interpersonal skills; culturally and socially sensitive; sensitivity to and ability to work remote localities.
* Prior networking experience and ability to work inclusively and collaboratively with a range of Sudan partners, including grassroots community members, religious and youth organizations, and authorities at different levels, familiarity with tools and approaches of capacity strengthening and programming and communications for development.
* Excellent track record of achievement with assignments of similar scope and complexity. - Excellent oral and written command of English and excellent drafting and reporting skills and accuracy and professionalism in document production and editing.
* Solid overall computer literacy, including proficiency in various MS Office applications (Word, PowerPoint, excel, etc.) and email/internet etc
* Self-motivated, ability to work with minimum supervision; ability to work with tight deadlines.

1. **Application Process & Requirements**

Interested Consultant must submit the following documents:

1. **Cover Letter,**
2. Provide a CV proving experience in similar assessments; support to CSO/CBOs; and in the field of gender-based violence; and service provision to marginalized populations.
3. Present a methodological and technical proposal with the budget. **Tentative financial proposal (budget) containing:**

* consultancy fees/costs,
* field data collection expenses broken down by team members, number of days, fees per team member according to the level of involvement and number of days required from each,
* travel, communication (internet, mobile credit) and administrative expenses,
* any other related costs and required for the proper conduction of the survey,
* In case of institution paying VAT, you should include it in financial budget.

**Applications**

If you have experience of working in a similar capacity, meet the above profile and want to make an active and lasting contribution to civil society strengthening in Sudan, please submit your proposal including your financial proposal and documents in a sealed envelope on or **before 4:30 pm of Sunday 5th October, 2020** to operations Department at: Plan International Sudan, The Nile Tower, Fourth Floor/ Block 10, Building #20, Street 63/, Alimtedad, East Khartoum/ The envelop must be marked with the title of the assignment. So, you can submit your detailed proposal to Ahmed Mohamed Ibrahim – Procurement Specialist via his email [Ahmed.Ibrahim@plan-international.org](mailto:Ahmed.Ibrahim@plan-international.org)​ with copy to Paul Collins Okello, Project Manager in his email: [paul.okello@plan-international.org](mailto:paul.okello@plan-international.org)

Kindly note that the closing date of submission above and please.

1. **Ethical Considerations**

* The study objectives should be clearly explained to all the respondents of the study before gathering data from them.
* No one will be forced to provide information for the study.
* The Study team will be abstained from collecting data from those who will deny or show any kind of disinterest in providing information.
* As a minimum, the interviewer should sign that consent has been provided before collecting data and oral/verbal consent of the respondents would be considered.
* The study team will be highly committed to the respondents to keep the privacy of their information and source of data and put heartiest endeavor to be unbiased in collecting data.
* The study report will not reveal the identity of the respondents.
* The collection and analysis should be in line with the Framework for ethical Monitoring, Evaluation, Research and learning (MERL) guidelines.

1. **Safeguarding Children and Young People Policy (SCYPP)**

The firm/individual shall sign and comply with Plan’s Safeguarding children and Young People Policy of and any violation /deviation in complying with Plan’s SCYPP will not only result-in termination of the agreement but also Plan will initiate appropriate action in order to make good the damages/losses caused due to non-compliance to the policy.

1. **Bindings**

All documents, papers and data produced during the assessment are to be treated as Plan’s property and restricted for public use. The contracted agency/consultant will submit all original documents, materials and data to Plan International Sudan in the Country office.

1. **Disclaimer**

Plan International Sudan reserves the right to accept or reject any or all proposals without assigning any reason what so ever.

**Annex to be provided to selected candidate:**

1. Safeguarding children and Young People Policy
2. Plan’s Monitoring, Evaluations, Research and learning (MERL)

**General Note:** Considering the COVID-19 context and the prevention measures (curfew, social distancing, among others); face to face activities will have to take place in respect of the national prevention measures (use of protective masks, hand sanitizer, gatherings reduced to the number stipulated by the government guidelines, among others) and only previous agreement with key stakeholder and assessment of the situation to ensure the do no harm principle. This must be adhered to at all times.