

SCOPE OF WORK
PEACE-WISE PROGRAM FINAL EVALUATION TERMS OF REFERENCE - 2024
MERCY CORPS SUDAN

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| Program to be Evaluated: | Peace Enhancement for Community Empowerment through Women Investing in more Secure Environments (PEACE-WISE) | | |
| Donor: | S/GWI | | |
| Budget | \$3,000,000.00 | | |
| Project start and end date | August 1, 2020 – March 31, 2024 | | |
| Location: | South Darfur State (Edelfulsan, Beliel, East Jebel Marra Localities and El Selief settlement), South Kordofan State (Al Reif Al Shargi, Dilling, Habila and Kadugli Localities), and Gadaref State (East Elgalabat – Central Algadaref – Gala Alhahal) | | |
| National Partner | REMCO – SWDO (NNGO) | | |
| Evaluation Timeframe: | April 2024 – June 2024, for a duration not exceeding 40 working days | | |
| Contact: | <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> Shadrack Steven PaQ Director ssteven@mercycorps.org </td> <td style="width: 50%; vertical-align: top;"> Sibongani Kayola Country Director skayola@mercycorps.org </td> </tr> </table> | Shadrack Steven PaQ Director ssteven@mercycorps.org | Sibongani Kayola Country Director skayola@mercycorps.org |
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Overview of PEACE-WISE program

Funded by the US Department of State, Global Women Issues (S/GWI) Office, Mercy Corps Europe - Sudan is implementing a 4 -year peacebuilding program across South Darfur (SDS), South Kordofan (SKS), Gedaref (GRF) and Khartoum (KRT) called PEACE-WISE.

PEACE-WISE originally was selected to build on the momentum of 2019’s successful pro-democracy movement led by women protestors, which resulted in the formation of a democratic power-sharing government. The Declaration of Freedom and Change which followed calls in part for empowering Sudanese women and combating all forms of discrimination against them. While Sudan experiences various changes - Sudan’s most marginalized women, particularly those in South Darfur and South Kordofan states (SDS and SKS), continue to go unheard and face acute poverty and structural inequality. In September 2019, the University of Khartoum and the

Overseas Development Institute convened prominent and highly qualified Sudanese women advocates to develop a list of nationwide policy priorities for advancing women's equality. In their final report, the group acknowledged that the only way to address the country's persistent inequalities is through a bottom-up, grassroots mechanism, and based on a survey of 10,000 Sudanese, they noted that the best platforms for increasing women's visibility and autonomy are labor unions and neighborhood committees.

During April 2023, conflicts between opposing factions of Sudan's military government broke out in cities, with the fighting concentrated in the Darfur region and the capital city of Khartoum. In conflict-affected areas, there has been a significant amount of violence, which has made it difficult to reach operational areas as mobility has been limited. The violence has compromised access to the operational regions of the programs in South Darfur and South Kordofan, making it challenging to implement program activities as intended. To continue empowering women in Sudan and support peacebuilding, Mercy Corps obtained approval from the donor to shift efforts to the eastern region of Sudan with a focus on Gedaref (GRF) State since the eastern region had not yet been directly affected by the violence.

Program Goal and Objectives

PEACE-WISE's central objective is to ensure that Sudan's most marginalized women have the skills and opportunity to advocate for their communities during the political transition. Without efforts to organize and support women in South Kordofan, South Darfur and Gedaref to establish new platforms for their engagement with local authorities and the national women's movement, it is unlikely that marginalized women's concerns and policy priorities will be reflected in the government's policies.

Goal: Women from Sudan's most marginalized and historically conflict-prone states of South Darfur, South Kordofan and Gedaref play an active role in preventing and mitigating violence and conflict by engaging in the country's political transition process to ensure a sustainable, inclusive, participatory democracy reflective of their policy preferences.

Objective 1 - Networks: Women's civil society networks in SDS, GRF, SKS and Khartoum will incorporate the needs and experiences of women from conflict-affected areas into decision making processes, including crisis mediation and dispute resolution, political transitions, and/or policies to transform gender inequalities that drive and perpetuate conflict.

- Intended Result 1: Women's civil society networks in SDS, GRF, SKS and Khartoum have relationships and trust with diverse communities of conflict-affected women and girls to legitimately amplify their needs and perspectives.
- Intended Result 2: Women's civil society networks have the technical knowledge, skills, and confidence to advance participatory solutions that transform the inequalities that drive conflict.
- Intended Result 3: Women's civil society networks safely influence decision-making, including but not limited to peace negotiations and/or peace accord implementation, crisis mediation, political transitions.

Objective 2 - Collaboration: Strengthened and expanded women's networks collaborate on 40 shared initiatives to overcome divisions and build their collective influence and capabilities.

- Intended Result 4: Women's civil society networks and women's groups work together towards joint aims.

Objective 3 - Learning and Exchange: Women's networks in and across SDS, GRF, SKS and Khartoum provide peer-led capacity building and peer-to-peer learning, benefitting 620 existing and new women leaders, as well as 80 male leaders.

- Intended Result 5: Women's civil society networks, young and old, learn and grow together.

Program Implementation Strategy

Rather than play a role of direct service provider, Mercy Corps serves as a facilitator with local Sudanese partners in SDS, GRF, SKS and Khartoum. Leveraging its existing development and peacebuilding programming that involves over 8,000 women in GRF, SDS and SKS, Mercy Corps partners with leading local women's networks to amplify the voices of conflict-affected women in state and national level decision-making and demonstrate the power of collective influence and action to address priority needs. Collectively known as the PEACE-WISE Partners, Sudan Women's Development Organization (SWDO) and Relief and Mediation Corps (REMCO) in SDS. Together, we facilitate peer-to-peer and peer-led skills building, learning and exchange efforts to strengthen and expand women's leadership and infuse the experiences and priorities of GRF, SDS and SKS women into key dialogues and processes that affect their stability and security. Through the participation of women from GRF, SDS, SKS, and Khartoum in the political process and the establishment of a sustainable network, PEACE-WISE will ensure conflict-affected women and girls' policy priorities are represented during the country's political transition.

A key element to the PEACE-WISE approach is to act as a facilitator, strengthening the capacity of our partners to engage Sudanese women in their conflict-affected communities to mitigate and prevent violence and conflict and contribute to an inclusive participatory democratic transition.

These PEACE-WISE Partners will expand their networks to include Village Savings and Loans Associations (VSLAs) and Women's-Issue Committees established and strengthened under other Mercy Corps programs, to build the leadership capacity of women groups and to facilitate coordination and collaboration among them to advance collective policy priorities.

Theory of Change: If conflict-affected women and girls have the skills and opportunities to engage in state and national-level decision-making—and are supported by male community leaders and family members to do so—then conflict prevention and resolution, governance and the political transition will deliver more equitable outcomes for all people, particularly women and girls in the country's historically marginalized communities.

A brief about the program interventions

The conflict in Sudan between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF), which erupted on 15 April 2023, severely impacted Mercy Corps' programming under the PEACE-WISE program. The organization's offices in South Darfur and Khartoum were looted and remained inaccessible for several months due to heavy fighting in the area. Consequently, the safety of staff was compromised, leading to the temporary pause of programming and major disruptions to the implementation of activities under the grant in all 3 original implementation states of the program. After a few months, the team managed to resume operations in South Kordofan, while operations in South Darfur and Khartoum have been paralyzed up to program close-out. In response to this challenging situation, Mercy Corps pivoted its activities to Gedaref state in the Eastern part of Sudan. Gedaref has maintained relative stability and safety since the armed conflict broke-out. This presented an opportunity to extend the broader objectives of the PEACE-WISE program and expand its impact to another geographical location. A few revisions were made to the program activities to suit the short implementation period in Gedaref state. This section presents a summary of planned activities under each of the 3 program objectives;

Objective 1 - Networks: At least four women's civil society networks in SDS, GRF, SKS and Khartoum will incorporate the needs and experiences of women from conflict-affected areas into decision making processes, including crisis mediation and dispute resolution, political transitions, and/or policies to transform gender inequalities that drive and perpetuate conflict.

Activity 1.1: *Conduct community consultations and an actor mapping of women's-issues advocates.*

Conduct actor mapping of women's-issues advocates and community consultations to develop an accurate landscape of women-led peacebuilding efforts, explore the sources of tensions and conflict as prioritized by women, and understand the influence of women's groups and networks in Sudan's most marginalized state.

Activity 1.2: *Develop partner-driven capacity development plans.*

Develop partner-driven capacity development plans in parallel with the mapping exercise, each of the state and national level women's network partners will conduct a self-assessment using Mercy Corps' Organizational Capacity Index (OCI). The results of these assessments will be used to develop partnership plans that guide Mercy Corps in providing targeted support to build or strengthen the capacity needs identified by each of the partners.

Activity 1.3: *Strengthen the training skills of PEACE-WISE Partners*

Strengthen the training skills of PEACE-WISE partners through a Trainer-of-Trainers (ToT) exercise. The training will cover interest-based negotiation, consensus-building, collective action planning, messaging community-based needs to policymaker audiences, coalition-building and strategic advocacy, and crisis mediation.

Activity 1.4: *Expand and strengthen women's leadership networks at the state – level.*

Expand and strengthen women's leadership networks at the state levels by identifying and selecting 140 women leaders to serve as representatives from their women's groups and communities at the state level.

Activity 1.5: Cascade leadership training to women leaders around peacebuilding and advocacy skills

Cascade leadership training to women leaders by training 140 women on leadership, interest-based negotiation, crisis mediation, and dispute resolution skills, preparing them to resolve local conflicts and promote inter-ethnic reconciliation. The training will equip them to negotiate and resolve communal tensions, such as natural resource disputes, as well as inter-ethnic tensions that threaten community security and the peace process.

Objective 2 - Collaboration: Strengthened and expanded women's networks collaborate on 40 shared initiatives to overcome divisions and build their collective influence and capabilities.

Activity 2.1: Facilitate development of local peacebuilding plans

PEACE-WISE Partners will work with the women leaders in SDS and SKS to develop community-level peacebuilding and advocacy plans for their groups. The trained leaders of each of the women's groups will be supported in the development of these plans, which will be grounded in consultations with women and girls in their communities to ensure their voices and priorities are represented.

Objective 3 - Learning and Exchange: Women's networks in and across SDS, SKS and Khartoum provide peer-led capacity building and peer-to-peer learning, benefitting 620 existing and new women leaders and 80 male community representatives.

Activity 3.1: Create opportunities for local leaders to share local peacebuilding plans with relevant government authorities:

PEACE-WISE Partners will organize discussions at two levels: (1) At the local level, bringing together representatives from the 60 women's groups and governmental authorities in their communities in SDS and SKS three times per year. This new platform will give women's group members the opportunity to meet directly with their local governmental decision-makers, strengthen relationships with government leaders to solve challenges jointly.

Activity 3.2: Build solidarity across the state and national level:

MC will facilitate up to eight (four in each state) learning and exchange visits by representatives of national-level women's organizations leaders to PEACE-WISE Partners and women's groups in SDS and SKS. These visits will create an opportunity for national women's network leaders to work in partnership with the state level networks, meet the local women leaders, discuss their peacebuilding plans and projects, and learn about

Activity 3.3: Create a platform for local women leaders to advocate at the national level:

On an annual basis, Mercy Corps will support the travel and inclusion of 40 women leaders from SDS and SKS to national-level advocacy gatherings, including public hearings of Sudan's Peace Commission in Khartoum. This travel and engagement will ensure that the country's most marginalized women are able to participate in political discussions and advocacy related to their

home regions, and it will create a platform for women leaders from SDS and SKS to advocate directly to transitional government authorities.

Activity 3.4: Cultivate an enabling environment by engaging men:

The PEACE-WISE Partners will identify and train 80 male leaders, including governmental authorities, local leaders and stakeholders on peacebuilding, gender sensitive programming, budgeting, inclusive governance, and advocacy. These training activities will happen throughout years two and three and will also include opportunities for the local women leaders to facilitate training exercises, present on their local peacebuilding plans and projects to generate greater awareness of and support for their work. Women will demonstrate their knowledge and skills and build their credibility and voice within their communities. As a result of the training, male community leaders will be better equipped to promote equitable development outcomes for women and girls and will form stronger, collaborative relationships with women leaders to enhance inclusive governance.

Program indicators.

The PEACE-WISE program has a total of 15 indicators outlined below. A detailed indicator performance tracking table (IPTT) will however be provided upon signing of the contract.

GOAL: Women from Sudan’s most marginalized and historically conflict-prone states of SDS and SKS play an active role in preventing and mitigating violence and conflict by engaging in the country’s political transition process to ensure a sustainable, inclusive, participatory democracy reflective of their policy preferences.

Project Objective 1: At least four women’s civil society networks in SDS, GRF, SKS and Khartoum will incorporate the needs and experiences of women from conflict-affected areas into decision making processes, including crisis mediation and dispute resolution, political transitions, and/or policies to transform gender inequalities that drive and perpetuate conflict.

| Outcome Indicators | Indicator type | Source of data | Direction of change |
|---|-------------------|---|---------------------|
| Percentage of participants in the SDS, GRF, SKS and KRT women's networks who feel decision-making processes reflect the needs and experiences of women from the conflict-affected areas | Outcome indicator | Individual program participant surveys from a random sample | + |
| Percent of people who recognize benefits of cooperating with diverse/marginalized groups in the community. | Outcome indicator | Individual program participant | + |

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| | | surveys from a random sample | |
| Percentage of women that report meaningful participation in decision-making bodies at community level | Outcome indicator | Individual program participant surveys from a random sample | |
| Output Indicators | | | |
| Number of actor mapping exercises undertaken | Output | Attendance sheets | + |
| Number of partnership plans developed | Output | OCI report | + |
| Number of Training of Trainers (TOT) sessions undertaken | Output | Source: Pre-test with Disaggregation | + |
| Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. government assistance | Output | Pre-test and follow-up (Assessment Tool) | + |
| Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations | Output | Pre-test and follow-up (Assessment Tool) | + |
| Project Objective 2: Strengthened and expanded women's networks collaborate on shared initiatives to overcome divisions and build their collective influence and capabilities | | | |
| Outcome Indicators | | | |
| Percentage of participants reporting increased collaboration on women's issues and initiatives, within their groups and with other groups, as a result of the program | Outcome indicator | Individual program participant surveys from a random sample | + |
| Output Indicators | | | |
| Number of peacebuilding plans developed | Output | Plans developed | + |

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| Number of USG-supported activities designed to promote or strengthen the civic participation of women | Output | Plans developed | + |
| Project Objective 3: Women's networks in and across SDS, SKS and Khartoum provide peer-led capacity building and peer-to-peer learning, benefitting existing and new women leaders, as well as male leaders | | | |
| Outcome Indicators | | | |
| Number and percentage of participants reporting increased knowledge on, and enhanced capacity to champion, women-led peacebuilding initiatives as a result of the program | Outcome | Individual program participant surveys from a random sample | + |
| Output Indicators | | | |
| Number of women participating in U.S. Government-supported events, training, or activities designed to build mass support for peace and reconciliation. | Output | Training report \ attendance sheet | + |
| Proportion of participants reporting increased solidarity between state and national actors, because of program activities | Output | Training report \ attendance sheet | |

Results Framework

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|--|---|--|---|---|---|--|--|---|--|
| Outcome 1: At least four women's civil society networks in SDS, SKS and Khartoum will incorporate the needs and experiences of women from conflict-affected areas into decision making processes, including crisis mediation and dispute resolution, political transitions, and/or policies to transform gender inequalities that drive and perpetuate conflict | | | | | Outcome 2: Strengthened and expanded women's networks collaborate on shared initiatives to overcome divisions and build their collective influence and capabilities. | | Outcome 3: Women's networks in and across SDS, SKS and Khartoum provide peer-led capacity building and peer-to-peer learning, benefitting existing and new women leaders, as well as male leaders | | |
| Output 1.1: Actor mapping of women's issues advocates, and community consultations, are conducted | Output 1.2: Partner-driven capacity development plans are developed | Output 1.3: The training skills of PEACE-WISE partners are strengthened | Output 1.4: Women's leadership networks at the state levels are expanded and strengthened | Output 1.5: Leadership training to women leaders around peacebuilding and advocacy skills is cascaded | Output 2.1: Local peacebuilding plans are developed | Output 2.2: Local peacebuilding plans are operationalized through collective actions | Output 3.1: Platforms for local women leaders to share local peacebuilding plans with relevant government authorities are created | Output 3.2: Solidarity across the state and national levels is built through learning and exchange visits | Output 3.3: An enabling environment for engaging men is created |
| Activity 1.1: Conduct community consultations and an actor mapping of women's-issues advocates. | Activity 1.2: Develop partner-driven capacity development plans | Activity 1.3: Strengthen the training skills of PEACE-WISE Partners | Activity 1.4: Expand and strengthen women's leadership networks at the state - level | Activity 1.5: Cascade leadership training to women leaders around peacebuilding and advocacy skills | Activity 2.1: Facilitate development of local peacebuilding plans | | Activity 3.1: Create opportunities for local leaders to share local peacebuilding plans with relevant government authorities | Activity 3.2: Build solidarity across the state and national level: | Activity 3.3: Create a platform for local women leaders to advocate at the national level: |

Progress made by the program thus far.

| Activities | Target | Actual |
|--|--------|--------|
| Activity 1.1: Conduct community consultations and an actor mapping of women's-issues advocates. | 3 | 2 |
| Activity 1.2: Develop partner-driven capacity development plans | 2 | 2 |
| Activity 1.3: Strengthen the training skills of PEACE-WISE Partners | 7 | 6 |
| Activity 1.4: Expand and strengthen women's leadership networks at the state – level | 140 | 180 |
| Activity 1.5: Cascade leadership training to women leaders around peacebuilding and advocacy skills | 180 | 140 |
| Activity 2.1: Facilitate development of local peacebuilding plans | 6 | 2 |
| Activity 3.1: Create opportunities for local leaders to share local peacebuilding plans with relevant government authorities: | 180 | 92 |
| Activity 3.2: Build solidarity across the state and national level: | 4 | 1 |

| Activities | Target | Actual |
|---|--------|--------|
| Activity 3.3: Create a platform for local women leaders to advocate at the national level: | 4 | 1 |

SCOPE OF THE FINAL EVALUATION

Main Purpose and Objectives

The main purpose of this assignment is to evaluate program achievements towards meeting its objectives and targets and to assess relevance, effectiveness, impact, efficiency, and sustainability of the program at program end. The evaluation will also generate recommendations for future programming. The information will be used for public presentations and learning, for sharing with government line-ministries, local stakeholders, and private sector partners, and for promotion of services in the community, as well as identifying possibilities for project replication. The results from the independent evaluation will also support Mercy Corps' agency-level learning, by documenting and explaining why planned activities succeeded or failed. The final evaluation is expected to establish plausible links between program inputs and outcomes and results and draw lessons for improvement of future interventions. More specifically, the evaluation will be guided by the questions below.

Effectiveness and Efficiency of Interventions and Intervention Implementation:

Effectiveness:

- Impact: Did the intervention achieve its desired outcomes? To what extent?
- Target Audience: Who benefited from the intervention? Are there any subgroups that experienced different effects?
- Unintended Consequences: Were there any negative or unexpected outcomes from the intervention?

Efficiency:

- Cost-Effectiveness: What are the costs of implementing the intervention compared to the benefits achieved?
- Resource utilization: How many resources (e.g., personnel, time, materials) are required to implement the intervention?
- Scalability: Can the intervention be effectively implemented in different settings or with larger populations?

Intervention implementation:

- Reach: Who was exposed to the intervention? What proportion of the target population participated?
- Delivery period: Did participants receive the full intensity and duration of the intervention as planned?
- Adaptation: Were there any modifications made to the intervention during implementation? Why?

- Context: How did the context in which the intervention was implemented (e.g., organizational culture, participant characteristics) affect its effectiveness?

Intended and Unintended outcomes:

Intended outcomes: What evidence exists that the program influenced the following.

- Women's civil society networks to incorporate the needs and experiences of women from conflict-affected areas into decision making processes, including crisis mediation and dispute resolution, political transitions, and/or policies to transform gender inequalities that drive and perpetuate conflict.
- Women's networks collaborated on shared initiatives to overcome divisions and build their collective influence and capabilities.
- Provision of peer-led capacity building and peer-to-peer learning by women's networks benefits existing and new women leaders, as well as male leaders

Unintended outcomes

- Has the program inadvertently empowered certain groups over others?
- Did the program create new tensions or conflicts within communities?
- Have participants become reliant on external resources provided by the program?
- Did certain groups feel excluded from the program's benefits?
- Did the program inadvertently reinforce existing inequalities?
- Was the program used by any group to further their own agenda?
- Did the program have any unintended negative consequences on the broader social or political context?
- Were there any safety risks associated with program participation?

Collaborations: What is the level of satisfaction of key stakeholders including government departments and partner organizations regarding their participation in the PEACE-WISE program

Leverage and Layering: To what extent did the program leverage existing Mercy Corps, WE-RISE programs and other Peace building and advocacy programs in the same space, to facilitate linkages with complementary services, layering with earlier programs, and implementing an exit strategy to minimize the dependency on external assistance. How likely is it that the program's interventions will be sustained after program close-out.

Sustainability: Will the positive effects of the intervention persist over time?

It is expected that the above questions will be adjusted in collaboration with the consultant during the inception phase of the assignment.

Key deliverables:

The consultant is expected to provide a means of answering the evaluation questions using both qualitative and quantitative. The consultant will also specify in their proposal, means of data-collection, data analysis and provide the sampling strategy. Key deliverables will include:

1. An inception report detailing agreed upon process and methodologies to be employed to answer the evaluation questions.

2. Data collection tools

Design qualitative and quantitative data framework and tools: The external consultant is expected to conduct a mixed methods evaluation using tools and a work plan that she/he/they have developed and have been approved by the Country MEL Manager prior to the start of the evaluation. Data collection shall involve visits to a sample of project locations, meetings with program partners, targeted participants, and other key stakeholders. The consultant will lead the qualitative and quantitative data collection, including supervising data collection teams, and completing the analysis within the approved timeline.

- Qualitative: The qualitative component of the final evaluation must capture lessons learned and best practices through a variety of qualitative methods. The evaluation team will design the overall qualitative study approach and should consider a variety of primary data collection methods, including semi-structured in-depth interviews, focus group discussions, and observations. The evaluation team leader and members will be responsible for collecting and analyzing qualitative data. Data will be collected from key stakeholders through interviews, discussions, consultative processes, and observations.
- Quantitative: The final evaluation will include primary data collection and analysis of quantitative survey data. The tools will be designed by the consultant including all field related operations - from hiring and training of enumerators and testing of tools.

3. Draft and Final evaluation reports

The consultant is expected to carry out the following tasks and produce a comprehensive evaluation report.

- Recruit, train, and oversee the work of Enumerators.
- Prepare the draft evaluation report.
- Conduct in-country presentation of findings to Mercy Corps
- Prepare final evaluation report and presentation.
- A single brief of 4-5 pages summarizing key findings and program achievements.

Below is an overview of the activities, their duration, and the stakeholders responsible. The duration/Level of Effort included is an estimate and applicants are expected to indicate proposed levels of effort.

| Duration | Activity | Stakeholder |
|---------------------------------|---|---|
| Week 1 <i>5 Working days</i> | Review draft evaluation SOW with the external evaluator to clarify timeframe and available budget | External evaluator, Program Managers, Program Director, MEL manager, PAQ Director |

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| | Undertake desk review of the relevant program documents that include the program proposal narrative, implementation plans, revised program designs and timelines, program implementation reports, Mercy Corps strategy documents, reports, assessment reports and any other relevant documents. Develop an inception report detailing the process and methodologies to be employed to answer the evaluation questions. This should include all evaluation tools, and important time schedules for this exercise, and be presented to Mercy Corps for review and further inputs before going to the field. | External evaluator |
| | Review and provide feedback to inception report and tools for external evaluator to incorporate | Program Managers, Program Director, MEL manager, PAQ Director |
| | With input from Mercy Corps program team and MEL teams, develop data collection tools and translate them as appropriate | External evaluator |
| Week 2-4 15 <i>working days</i> | Train Enumerators/Surveyors; Pre-test data collection instruments | External evaluator/MEL Officer |
| | Finalize data collection instruments | External evaluator |
| | Oversee data collection | External evaluator |
| Week 6 - 8 15 <i>working days</i> | Encode and Analyze data | External evaluator |
| | Prepare draft evaluation report | External evaluator |
| | Provide detailed feedback to draft report | Program Managers, Program Director, MEL manager, PAQ Director |
| | Draft report, produce presentation of findings, and share back with MC (Not more 30 pages – all other additions can be included as Annexes) | |

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| Week 9 5 working days | Finalize report based on feedback from the review team | External evaluator |
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Mercy Corps' Monitoring, Evaluation and Learning (MEL) team will be available to work directly with the consultant throughout the duration of the assignment and to answer any question as they emerge.

Report Structure & Content:

- **Cover Page, List of Acronyms**
- **Table of Contents**
- **Executive Summary:** This section should be a clear and concise stand-alone document that gives readers the essential contents of the evaluation report, including a summary of major findings, lessons learned, and recommendations.
- **Methodology:** This section should be sufficiently detailed to help the reader judge the accuracy of the report and its findings.
- **Limitations:** This section should address constraints and limitations of the methodology, and the implications of these limitations for the findings, including whether and why any of the evaluation findings are inconclusive.
- **Results:** This section should provide a clear assessment of progress with respect to indicators / targets / objectives and/or evaluation questions, production of indicator estimates with tables showing the indicators, Baseline/Endline indicator values.
- **Synthesis, Recommendations and Lessons Learned:** This is space for the evaluation team to think about the data and results and make concrete recommendations for current or future program improvements, pull out organization lessons learned, and generally comment on data and results. Everything presented in this section should be directly linked back to the information presented in the Results section of the report.
- **Conflicts of Interest:** Disclose any conflicts of interest or the appearance of conflicts of interest, including the interest of program staff in having a successful program.
- **Annexes:** These should include a complete file of data collection instruments in English, list of stakeholder groups with number and type of interactions; SOW, qualitative protocols developed and used, any data sets (these can be provided in electronic format), any required photos, participant profiles or other special documentation needed.

The following are the key deadlines for the report:

- First draft report to be submitted by 6th June 2024 .
- Mercy Corps will review the draft report and provide feedback no later than 11th June 2024.
- Final report, incorporating feedback, will be due on 17th June 2024.

Timeframe / Schedule:

It is expected that the consultant is available to start on 14th April 2024, with an initial meeting with the key team members from Mercy Corps. The consultant will then work until 17th June 2024, during which, the final evaluation report (adjusted according to Mercy Corps' feedback) is

to be shared. It is expected that the consultant will work for **an estimated 40 working days (excluding weekends)** between 14th April 2024 and 17th June 2024. (Both days inclusive). The invoice for services should be provided to Mercy Corps immediately after the delivery of the final evaluation report (due 17th June 2024).

Payment will be made in 3 installments, upon submission of inception report, after data collection and after submission of final report.

Upon contracting, the consultant(s) will be encouraged to submit a taxable invoice. In case a taxable invoice is not available, a 10% withholding tax deduction will be subjected to the invoiced amount.

The Consultant will report to:

Mercy Corps Sudan Country MEL Manager

The Consultant will work closely with:

Mercy Corps' MEL and PAQ team.

Required Experience & Skills:

The consultant(s) should possess a blend of research expertise and peacebuilding knowledge as indicated below:

- Strong experience in evaluating programs, particularly those related to social change or peacebuilding initiatives.
- A strong approach to assuring quality assurance of data collected.
- A strong ethical approach to data collection – while still being able to meet the objectives of the consultancy.
- Knowledge of strategic and operational management of program operations and proven ability to provide strategic recommendations to key stakeholders.
- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.
- Demonstrated experience in both quantitative and qualitative data collection and data analysis techniques, especially in emergency operations.
- Data visualization skills are highly desirable.
- Experience, knowledge, and clear understanding of the Sudan context.
- Good interpersonal skills and understanding of cultural sensitivities.

Assessment and award of the assignment

Mercy Corps will evaluate technical and financial proposals and award the assignment based on technical and financial feasibility. Mercy Corps reserves the right to accept or reject one or all proposals received without assigning any reason and is not bound to accept the lowest or the highest bidder. Only those shortlisted **will be contacted. Submission deadline for the technical and financial proposal is before COB 12th April 2024.**

Any subcontracting under this evaluation consultancy will not be accepted.