**Terms of Reference (ToR)**

**Consultancy to conduct a Mid-Term Review for the SIDA funded project with Plan International Sudan**

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| **Mid-Term Review** | | | |
| **Project** | Obligation to Protect and Empower Girls, Sudan (OPEG) | | |
| **Project Start Date** | December 1st, 2019 | Project End Date | November 30th, 2021 |
| **Review Start Date** | September 1, 2021 | Review End Date | September 20, 2021 |
| **FAD Number** | SDN100293 | | |
| **Donor** | SIDA | National Office | Sweden National Office |
| **Country Office** | Plan International, Sudan | | |
| **Contact Person** | Programme Quality and Knowledge Manager | | |
| **Supported By** | M&E Specialist based at Plan International Country Office | | |

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, South Kordofan, North Darfur and Al Gedarif.

Plan International Sudan remains focused and committed to end FGM/C, CEFM, promote gender equality and empowerment for girls and young women to realize their rights and full potential in Sudan, working with all actors at community level and all decision-makers at all levels (household, community, locality, state and national level), and positive engagement with policy makers at state and national levels, ensuring they uphold the rights of girls, women and all children.

1. **About the Project: Obligation to Protect and Empower Girls, Sudan (OPEG)**

The four-year project, now in phase one, funded by SIDA through Plan Sweden National Office (SNO), is in line with Plan International Sudan strategy 2017–2022 which aims 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 project purpose is to ensure “Communities, civil society and government structures to adopt positive social norms and laws to protect children's rights with a particular focus on tackling FGM and CEFM in Kassala, White Nile and North Darfur”

1. **The OPEG Project Consortium Partners**

Working in collaboration with the 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 Health (SMoH) and in partnership with national NGO consortium members such as: -

1. Sudanese Organization for Research and Development (SORD), Kassala.
2. Sudan National Committee on Traditional Practices (SNCTP), North Darfur
3. Child Rights Society (CRS), White Nile

**The project aims to achieve 4 major outcomes:**

1. **Outcome 1:** Communities women and men are empowered to bring about positive change in attitudes and behaviours on gender equality
2. **Outcome 2:** Civil society has strengthened capacity to promote gender equality, social accountability and advocacy to combat Child Early and Forced Marriage (CEFM) and Female Genital Mutilation (FGM)
3. **Outcome 3:** Strengthened government systems and capacities to prevent child marriage and FGM, ensure adequate protection, and influence policies, strategies and legal frameworks on FGM and child marriage
4. **Outcome 4****:** Strategic interventions to social norms transformation are identified
5. **Purpose of the Mid-term Review**

The main purpose is to review the implementation of the OPEG project since its inception. The mid-term review is geared towards promoting project performance improvement, accountability, learning and evidence-based decision making and management. In particular, the review will assess results achieved to date in comparison with the performance indicators outlined in the project Monitoring, Evaluation and Learning framework. It will also draw lessons and make recommendations for enhancing project implementation and performance. The project became effective on December 1, 2019 and has not undergone any major restructuring since then whilst it has been revised to accommodate the COVID 19 activities and also adjusting the project timelines due to delays as a result of late start. The review team should explore drawing lessons from the delays and provide suggestions for improved implementation to ensure achievement of the project objectives and outcomes.

This exercise is an activity in the project cycle which determines, as systematically and objectively as possible, the relevance, efficiency, effectiveness, impact, and sustainability of the expected project outcomes. The review will assess the achievements so far of the project against its stated outcomes, including a re-examination of the validity of the project design. It will also identify significant factors that are facilitating or impeding the delivery of outcomes. Whilst the review of the past is, in itself, very important, the review is expected to lead to recommendations and lessons learned for the project’s future. It will also address the underlying causes and issues contributing to targets that are not being adequately achieved.

The mid-term review is also intended to identify strengths and weaknesses as well as opportunities and risks of the project and develop recommendations for any necessary changes in the overall design and orientation of the project by evaluating the adequacy and effectiveness of its implementation and delivery of project outputs and outcomes to date.

Consequently, the review is also expected to assess the effectiveness of implementation and partnership arrangements and make detailed recommendations for the remaining project period. It will also provide an opportunity to assess early signs of project’s success or failure and propose the necessary adjustments need to refocus the project.

1. **Target Audience for the Mid-term Review**

The primary audience of the review includes the management/leadership of Plan International Sudan Head Office and Programme Areas where the project is implemented, national NGO consortium partners, the SNO, the Embassy of Sweden Khartoum, are also a target audience. Other audience will include project beneficiary communities (REFLECT/VSLA groups, Saleema groups, religious leaders, community leaders, Champions of Change groups, school management, government staff from related ministries/departments, boys, girls, adolescents and youth). The project management committee and implementations teams, as well as the project Steering Committee are also a crucial audience.

1. **Scope of the Mid-Term Review**

The scope of the mid-term review will cover all activities undertaken in the framework of the Project from December 1, 2019 to August 30, 2021. It is expected that the review will compare planned outputs/outcomes of the project to actual outputs/outcomes and assess the actual results to determine their contribution to the attainment of the project objectives. The mid-term review will extract lessons learned, diagnose and analyze issues and formulate a concrete and viable set of recommendations. It will evaluate the efficiency of project management and partnership, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency.

The review will use the standard evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. Gender Equality and the Empowerment of girls and women will be the main focus throughout the review process.

Midterm review matrix will be completed by the team and included in the mid-term inception report. The matrix should include key review questions, review sub-questions, indicators, sources of information and methodology. Indicative key review questions are provided below:

1. Relevance: To what extent has the project conformed to the Plan International Sudan Strategy and Theory of Change (ToC), and the priorities and needs of the target beneficiaries/communities?
2. Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved thus far?
3. Efficiency: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?
4. Impact: Is the project oriented towards achieving the expected impacts? What are the effects of the project, intended or unintended, positive or negative, short term or long term?
5. Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after end of external support?
6. Gender Equality/marker and social norms: To what extent was the design and implementation of the intervention gender-responsive? What were the positive or negative effects of the project on gender equality and social norms?
7. Lessons Learnt: What was done or worked well and why? What didn’t work well and why? Any replications?

**7. Project design**

The team is expected to review the design of the project: -

1. Assess the value added of the project design approach
2. Review the problems addressed by the project, the underlying assumptions and the effect on achieving the project results as outlined in the project document;
3. Appropriateness of the design to the current economic, institutional and environmental situation;
4. Is the level of interaction and co-operation amongst the implementing partners effective? Do the implementing partners recognize themselves as active partners in a join initiative? Do the implementing partners take advantage of their individual capacities to reach optimized results?
5. Review the project theory of change and determine if it provides the most effective route towards expected results;
6. Relevance of the project to local gender equality and development needs and priorities;
7. Assess extent to which relevant gender issues were integrated in the project design;
8. Results framework analysis:

* Are the project objectives, outcomes, indicators and targets clear, practical, and feasible within the project time frame?
* Undertake a critical analysis of the project’s results, indicators and targets and determine if there are any specific revisions required for the remaining period;
* Development and gender aspects of the project are being monitored effectively.

1. Sustainability considerations in project design;
2. Recommend areas for improvement in the design of the project.
3. **Project implementation**
4. Implementation strategy: - examine if, how and why the strategies contribute to the achievement of the expected project results chain
5. General implementation and management of project components in terms of quality of inputs and activities, adherence to work plans and budgets, major factors which have facilitated or impeded the progress of the project implementation;
6. A review of project performance in relation to the indicators, assumptions and risks specified in the project documents;
7. Review of the compliance to the Financing Agreement and the various other implementing agreements signed in respect of the implementation of the project;
8. Adequacy of management arrangements as well as monitoring and backstopping support to the project by all parties concerned;
9. Assessment of the capacity, cooperation and performance of the project implementing partners (SORD, CRS and SNCTP);
10. An assessment of the functionality of the project Steering Committee and Project Management Committee
11. Review of project coordination and management arrangements including the effectiveness of monitoring and evaluation mechanisms, financial management; partnership strategy, risk identification and management system and communication
12. **Project progress in relation to Outputs, Outcomes and Impacts**
13. Achievements to date of OPEG outputs and outcomes as compared with the end-of-project targets outlined in the project monitoring, evaluation and learning framework;
14. Assess causality and attribution of results to OPEG project activities?
15. Level of the awareness and ownership of the project by the stakeholders;
16. Assess the likelihood of achieving project targets within the remaining project implementation period;
17. Review aspects of the project that have already been successful, identify ways in which the project can further expand these benefits;
18. Identify barriers to achieving the project objectives and targets in the remainder of the project;
19. Identify significant unexpected effects, whether beneficial or detrimental
20. **Sustainability:**
21. Is there an exit/sustainability strategy in place?
22. Assess the extent to which the interventions and benefits of the project will continue after the end of the current first phase, in case the donor pulls out.
23. Is it likely that the benefits of the project (capacities developed; linkages, mutual learning and knowledge and experiences shared) are sustainable?
24. **Learning**
25. Identify good practices and lessons learned;
26. Based on project successes, identify areas where knowledge generation and sharing are required;
27. Documentation of the main challenges of the OPEG project and recommendations on how to overcome the challenges;
28. Assess and document adaptive management in project management and implementation including how adaptive management lessons have been documented and shared with key partners
29. Identify what works, under what context and why for each state, locality or community
30. Based on the findings and emerging lessons on what works in relation to gender equality and positive change in social norms, recommend clear areas of focus in future programming and development of similar projects.
31. **Review Methodology**

The review team should adopt a methodology that addresses sufficiently the preliminary issues and questions outlined within the ToR, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders. It is suggested that the methodology should include, but not be limited to the following: -

1. Document review: The team will review of relevant project documents including:

* Project proposal
* The Project Financing Agreement
* Annual work plans
* Monitoring, Evaluation and Learning Framework
* Project activity reports or deliverables including strategy documents, toolkits, operational manuals etc.
* Project Annual reports (both narrative and financial)
* Implementing Partner agreements
* Minutes of meetings including project management and implementation team meetings,
* Project Steering Committee meetings
* Project Audit report

1. Field visits: The field work shall focus on the project initiatives that have been undertaken in the three states 9North Darfur, White Nile and Kassala) and 9 localities. During these visits, the review team shall contact, amongst others, relevant national and state government officials, local communities, leaders, beneficiaries, partners and some NGOs engaged in the same thematic areas where the project is implemented.
2. Interviews: Interviews will be carried out during field visits. Appropriate questionnaires shall be developed by the team and discussed with Project Management Team for validation. Key informants will be drawn from the key project stakeholders including the beneficiary communities.
3. **Deliverables/Expected Results**

It is envisaged that the mid-term review will be performed through the following phases – preparation, inception, data collection, reporting and follow-up and dissemination. Some key activities during these phases include development of the tools, document review, data collection, analysis/interpretation, report writing and presentation to key stakeholders. The key deliverable of the review will be:

1. Inception report

The team is expected to produce an inception report detailing the following:

1. A comprehensive description of the consultant’s understanding of the Terms of Reference and indicating any major inconsistency or deficiency in the Terms of Reference and proposed amendments
2. A detailed methodology for the review including the tools to be used in the review
3. The proposed team members and a description of their respective roles
4. A complete work plan for the entire review period
5. A proposal for the final report layout.
6. Draft report

The consultant is expected to generate the first draft report by the end of the third week after inception of the assignment. This draft report will be presented and discussed with key stakeholders including the project teams, steering committee and the SNO. Inputs from these discussions will be incorporated into the final report.

1. Final Report

The final report shall be submitted within two weeks of receiving comments on the draft report. This report will be the detailed mid-term review report covering items outlined in the scope of this ToR with special attention to main findings and conclusions, lessons learned and recommendations. Issues requiring management response should be clearly outlined.

1. **Schedule of the Mid-Term Review**

The review will be carried out for 20 working days and is scheduled to take place in the period between September 1, 2021 to September 30, 2021. Considering the geographic spread of the project area as well as the scope of the assignment, the review team shall develop and submit a detailed schedule for assignment and distribute the days accordingly among the different tasks

1. **Management for the Mid-Term Review**

The Programme Quality and Knowledge Management Manager at Plan International Sudan Country Office will be the Focal Point for the mid-term review and will have the overall coordination role of the review including facilitating the logistical requirements for consultants and setting up interviews and field visits. The consultant will also work closely with the Monitoring and Evaluation Specialist who will provide technical guidance in the management and conduct of the review

1. **Experience and Qualification of the Consultant or Firm.**

The consultant or firm to be awarded the assignment for the mid-term review are expected to have at least three multi-disciplinary team members, one of them being the designated team leader. At least one team member should be female. The team will have the following competencies and/or experience:

* Prior experience in evaluating projects of a similar nature and scope;
* Experience in conducting mid-term reviews or end of project evaluations for Sida funded projects including demonstrated experience in evaluation report writing in accordance with Sida evaluation requirements;
* At least a master degree in Monitoring and Evaluation, Statistics, Economics or Gender and Development.
* The Team leader will have expertise in one of the technical areas listed above as well as expertise and demonstrated experience in designing evaluation methodology and data collection tools and demonstrated experience in leading similar reviews/evaluations;
* The role of the Team leader will be defining the approach and methodology, guiding and managing the review team, leading the mid-term review mission, drafting and revising, as required, the mid-term review reports and debriefing and presenting the findings;

1. **Budget and Required cost items**

* The consultant is expected to quote their professional fees in the local currency or USD, detailing daily fees, flights, accommodation, feeding and refreshments. Plan International will only pay professional fees for days and level of efforts dedicated to the activities under this call. These included – days for desk reviews, actual data collection days and report writing days.
* Daily consultancy professional fees/costs,
* Travel, communication (internet, mobile credit) and administrative expenses
* In case of institution paying VAT, you should include it in financial budget.

1. **Role of Plan International Sudan:**

* Allocate a dedicated staff to oversee and supervise the implementation of the activities
* Review the inception report compiled by the consultant
* Conduct start-up meeting with the consultant before the start of activities.
* Provide logistical support during the activities (venue, stationery, printing services, binding, meals and refreshments etc)
* Ensure the consultant and the working team understand the safeguarding policy and code of conduct.
* Ensure quality control during the whole process of the trainings and dialogue sessions

1. **Application Process & Requirements**

Interested Consultant must submit the following documents:

1. Cover Letter,
2. Curriculum vitae for lead consultants and or group of consultants
3. Technical proposal
4. **Applications Procedures:**

If you have experience of working in a similar capacity, meet the above profile and want to make an active and lasting contribution to gender transformation and realization of girls and women’s rights in Sudan, please submit your proposal including your financial proposal and documents in a sealed envelope on or **before 4:30 pm of July 08, 2021** 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 Ameer Babo, Programme Quality and Knowledge Manager in his email: [ameer.babo@plan-international.org](mailto:ameer.babo@plan-international.org)

1. **Ethics & 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.

**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. **Bindings**

All documents, papers and data produced during this assignment are to be treated as Plan’s property and restricted for public use. The contracted agency/firm/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. Final Report guidelines – will be provided
2. Safeguarding children and Young People Policy
3. Plan’s Monitoring, Evaluations, Research and learning (MERL)