**Plan International Sudan**

**Terms of Reference (ToR) for Evaluation of:**

**Country Strategy for the Period 2018 – 2022**

**March 2022**

1. **Introduction**

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. In Sudan, Plan International has been working since 1977, building powerful partnerships with and for children in over 300 communities in White Nile, Kassala, North Kordofan, South Kordofan, Khartoum, Gadaref and North Darfur.

Plan International Sudan is implementing its Country Strategy which commenced in July 2017 and ends in June 2022. It guides all Plan International Sudan’s work, and as the organisation comes to the final stages of its strategy, it is crucial to determine how well it has been implemented and how successful it has been in meeting its planned objectives. During this same stage, Plan International Sudan will be developing a strategy for the next phase 2024-2028, which will be informed by learnings from the concluding programming and influencing. Lessons will be drawn from various processes, including an independent evaluation to be led a qualified external consultant who will work under the overall guidance and supervision of Plan International Sudan’s technical and management staff.

1. **Background**

This evaluation will be on the implementation of the Plan International Sudan Country Strategy **2018-2022,** which was developed based on consultations with various stakeholders, including children, young people, the Government of Sudan, and civil society and national Non-governmental organisations/ partners. The Strategy aligned with the national goals and priorities, with a focus on child-centred development contributions.

Since the inception of the strategy, Plan International has held annual reflection reviews, and a number of project evaluations which have guided strategy implementation and adjustments. A mid-term country strategy review could not be conducted due to disruptions from political, economic and social changes (COVID-19 lock-down). Below is the goal and objectives of the Strategy:

**Country Strategy Overall Goal** - “Vulnerable children and youth are able to realize their full potential within protective and resilient communities which respect and promote girls’ equality”.

**Program Objective (1):** Vulnerable Children 6-14 years particularly girls and young women complete quality gender responsive and inclusive formal and informal basic education to succeed in life.

**Program Objective (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.

**Program Objective (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.

**Program Objective (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.

**Program Objective (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 thematic country programmess under which objectives are delivered are:

* Inclusive gender responsive education
* Protection of vulnerable girls and children
* Early care and development for girls
* Girls and youth empowerment
* Emergency response and resilience

1. **Purpose and objectives**

The overall objective is to conduct a comprehensive evaluation of the current Country Strategy 2017-2022 to determine the contributions and progress made towards achieving the intended goals. The findings will also inform the design and preparation for the new CS 2023-2027. Specific objectives are:

* Reviewing the extent to which relevant programme outputs contributed to outcomes and identify factors across initiatives that have or have not been successful;
* Identifying how the implemented programmes have or have not been gender transformative and in addressing gender inequality.
* Assessing how or mechanisms/methods by which outputs lead to the achievement of the specified outcomes;
* Reviewing factors influencing the effectiveness of Plan International’s contribution, by identifying concrete evidence of the Plan International’s contribution to outcomes;
* Assessing the continual relevance of Plan International’s contributions, including applied strategies and partnerships towards each outcome considering emerging development challenges and opportunities (if and which programme processes e.g. strategic partnerships and linkages are critical in producing the intended outcome);
* Identifying lessons learnt and adjustments to Plan International’s contributions in view of improving their relevance, effectiveness and efficiency during the next CS
* A review of both the external environment and internal to identify weaknesses in Plan International’s design, management, human resource skills, and resources crucial for the implement its CS;
* An analysis in relation to geographical coverage/ expansion, balanced growth in the grant portfolio for all programmes and risk associated with the CS implementation;
* Provide key recommendations/directions for the next CS, advising on what to strengthen and/or introduce in programmes.

1. **Scope of the Evaluation**

This evaluation will focus on programming by Plan International Sudan, which has taken place between July 2017 and June 2022. The geographic scope will include all programme area at State levels: Kassala, Gadaref, Khartoum, White Nile, North Kordofan, South Kordofan, and North Darfur. It will also evaluate any Federal level changes attributable to the country strategy. The evaluation will not be limited to the operating areas but may also be extended to include other areas.

The evaluation will assess the quality, quantity and timeliness of progress towards delivering intended results across thematic programmes. It will include an assessment of the completed and on-going projects, and consider Plan Internationals own staff lessons learned from annual reflections and reviews, and results of project evaluations to define progress achieved in meeting stated outcomes.

1. **Evaluation Criteria**

* **Effectiveness**: The evaluation must measure the extent to which (and the reasons behind) intended results have been achieved for each goal of the country strategy. It should also report any challenges and unintended or negative consequences for anybody involved or affected by the interventions.
* **Sustainability**: The Evaluators need to measure the extent to which programme outcomes continue after the end of this country strategy. This should include checking if the programmes created capacities (systems, structure, and staff) for sustained results and the extent to which policy and regulatory frameworks are in place to support the continuation of benefits.
* **Relevance**: The evaluation should determine the extent to which the programme interventions and outcomes aligned with the priorities and policies of Government, and the needs of children, young people and their communities.
* **Efficiency**: The Evaluators must determine the extent to which financial resources were used economically and efficiently towards the production of results in the lives of children and young people. This should include the extent to which outputs were delivered on time, and potentially any cost-benefit ratios or alternative programming approaches.
* **Child and girls’ rights, gender and inclusion**: The extent to which the programmes applied gender and inclusion sensitive approaches and explicitly aimed for results that improve the rights of children, young people and gender equality.
* **Impact:** Evaluators must determine whether Plan International’s programmes have made a difference in the lives of children and young people. It must establish the extent to which there is causal attribution to any observed positive and negative, primary and secondary long-term effects observed.
* **Partnering with young people and Civil Society:** The evaluation must measure the extent to which partnership modalities were conducive to the delivery of outputs. It must also measure the existence of synergies between the outcome areas and the efforts of other partners working on similar issues of children and young people. It must also outline the extent to which have partners committed to providing continuing support?
* **Lessons Learnt**: What was done or worked well and why? What didn’t work well and why? Any replications?

1. **Methodology**

The evaluation process should use a mixed method of quantitative and qualitative data to determine if the goals of the country strategy were achieved, including the changes the programmes have been able to bring about in the lives of children and young people. It will have a mix of data collection tools and approaches, including a participatory approach involving a wide range of stakeholders in the whole exercise.

**The sample will include** the respondents from Plan International Sudan staff, community members, community leaders, girls, boys, youth, LNGOs, CSOs and Government etc. The characteristics of the beneficiary sample should reflect the characteristics of the population targeted by the country strategy’s programme interventions.

**Data collection and tools** - multiple methods of data collection should be used to meet the TOR of the evaluation such as desk review, focus group discussion (FGD), Key informant interviews (KII), observation, and stakeholder’s consultation (e.g. Community leaders, men, women, youth and children as well as Plan staff).

The tools and methods should include, but not be limited to the following:

* **Documents Review**;A wide range of documents including the current CS 2018-2022 and country programs, financial records, mid-term evaluation reports, baseline study reports, annual reports, Secondary data and situation of children progress reports among others will be part of the revision process.
* **Focus Group Discussions**; Focus group discussions (FGDs) should be conducted at community level with (Village Development Committees and other CBOs, girls, boys, men, women, and youth) where a sample of respondents should be selected from each of these main categories and they should represent all community segments (in particular marginalized and vulnerable groups).
* **Key Informant Interviews**; Interviews with key informants at central and local levels with technical staff at Line ministries, Plan International Sudan as well as among partner NGOs and at the community levels.
* **Observational Data**; Emphasis was placed on collecting information based on careful observation during field interviews and interactions with the beneficiaries of the programs in plan operations areas
* **SWOT Analysis**.
* Children consultation
* Surveys.
* Any other tools proposed by the consultant to serve the purpose of the evaluation.

**Data analysis;** The evaluation exercise will use mainly quantitative and qualitative techniques and systems of data analysis, including the use on integrated analysis to provide an enriched understanding of how the country strategy has performed across its thematic goals. Daily analysis and review of data collected will be encouraged to be done progressively in the field based on the overall objectives of the evaluation. The reviewers will share and discuss findings according to the reporting formats. This enable the reviewers to identify and deal with information gaps while still in the field. Triangulation of data collected will be in place using different approaches. Evaluators must provide recommendations and lessons learned, which should be concise and based on specific evidence presented in the report.

1. **Deliverables**

The evaluation team is accountable for the following outputs in English:

1. Inception Report: Evaluators must prepare an inception report before commencing the data collection exercise. The report must be developed based on the Terms of Reference, initial meetings with Plan International Sudan, and desk review of relevant documents. It must provide a detailed description of the evaluation purpose and scope, evaluation criteria and questions, methodology, sampling, evaluation matrix, and a workplan.
2. Draft Evaluation Report: Plan International will review the draft evaluation report to ensure that the evaluation meets the required quality criteria, has no factual errors, and no omissions.
3. Validation workshop: The Evaluators will facilitate a workshop bringing together a range of stakeholders for content and external validation of the evaluation results and to contribute to the finalisation of the report.
4. Final Evaluation Report: based on inputs from the validation session, the evaluators will revise the second draft and submit to Plan International as the final report, with annexes. The final report will be reviewed for approval by Plan International senior leadership.
5. **Timeframe**

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| **Key Milestone** | **No. of Days** | **Deadline** |
| Evaluation advertisement closure | 10 | 14 April |
| Applicant screening and approval | 5 | 18 April |
| Inception report presentation | 7 | 24 April |
| Field work and data collection from 24 April | 21 | 15 May |
| Report drafting from 15 May | 17 | 31 May |
| Submission of the first draft | 1 | 31 May |
| Review by Plan International of the first draft | 5 | 7 Jun |
| Revision of draft | 4 | 11 Jun |
| Facilitation of a validation & joint national level reflection by staff | 2 | 12-15 Jun |
| Final report submission | 6 | 23 Jun |
| Plan International Leadership Team review and approval | 5 | 30 Jun |

1. **Application & Criterial for Selection**

**Criteria for Selection**

Applicants must submit:

* CVs of all the consultants proposed on the assignment, showing educational background, experience and list of publications and/or evaluation reports
* 3 reference letters related to the assignment and contact details of referees
* Technical proposal of methodology and approach, and detailed workplan
* Financial proposal with a detailed clear indication of all-inclusive fee (consultancy fee per day, travel/DSA, stationery, and admin costs etc). expenses, taxes etc. (this should include consultant fees, field data collection expenses, administrative expenses, and tax obligations). Please note Plan will not provide any logistics for this task.
* Ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies (risk assessment and measure to address the risks)
* A data protection plans and data quality assurance plan
* A profile of the consultant/consulting firm including the full names, physical addresses, telephone numbers, and contact person of the firm
* A statement of availability and commitment to undertake and complete the consultancy within the set time
* Copy of previous study works
* Police Certificates of Good Conduct – especially where there is primary data collection.

A combined scoring method will be used in the selection of consultants, where the technical proposal (qualifications, experience and methodology) will be weighted 70%, and the financial offer which will be weighted 30%. The technical proposal will be broken down as follows:

* 100 points which equal 70% of the total scoring
* Educational background – 20 points
* Experience – 50 points
* Proposed methodology – 30 points

**Team Composition and expertise**

All members of the evaluation team must be free from conflict of interest and be independent from Plan International’s programmes and must not have been involved in any stage of the design, planning and implementation of the country strategy or projects in the specified period.

**Evaluation Team Leader** – this role will have overall responsibility for the coordination of the evaluation team, and for the analysis and quality of the report and its timely submission. The Team Leader will possess the following:

* A Master degree or higher in public policy, political science, public administration, economics, regional planning, development studies or other relevant fields.
* A minimum of 10 years in design, monitoring, management and evaluation of development projects and programmes.
* Technical knowledge and experience in Plan International’s thematic areas, child-centred development, and cross-cutting issues such as gender equality, rights-based approach and capacity development.
* Experience working in policy and advocacy works on development issues, particularly in Sudan, the region or other developing countries.
* Extensive knowledge of qualitative and quantitative evaluation methods, including innovative participatory methodologies and facilitation skills
* Strong analytical skills and ability to deliver high quality reports
* Experience in working with government agencies, civil society organizations, international organizations, UN Agencies, and Donors.
* Understanding of policy-making and capacity development issues in Sudan
* Experience in leading evaluation teams
* Excellent inter-personal, teamwork, and cross-cultural communication skills including fluent written and oral Arabic and English.

**Team members** – there should be a minimum of five members working under the guidance of the team leader. They will be responsible for the review of documents, participate in the design, data collection, analysis and drafting of related parts of the evaluation report. Below are minimum requirements:

* Bachelor degree or higher in development studies, public policy, governance, public administration, economics, or other relevant fields
* A minimum of 5 years in design, monitoring, management and evaluation of development projects/programmes
* Good command of the Arabic and English languages, spoken and written
* Experience in collecting data from children and strong knowledge of child-friendly data collection tools and practices in-depth interview, focus group discussion and participatory information collection techniques
* Experience to work in a team, and deliver high quality reports
* Work experience in and expertise on the issues related to poverty reduction, livelihoods programme, development policies and their implementation, human development, sustainable development, environment, climate change, disaster reduction.

**Evaluation Management** – The Evaluators will closely consult with Plan International Sudan at every step of the process of the evaluation and report on progress – this must be built into the consultants’ work timeline. The Evaluators will be reporting to the Deputy Country Director (DCD) Khartoum Office or his/her delegate.

1. **Submission of Application**

Consultants who are interested and have experience of working in a similar capacity, should **submit applications** coupled with the above-mentioned requirements to Plan International Sudan in a sealed envelope marked with the title of the assignment on or **before 3:00pm of 14, April 2022** to operations Department at: Plan International Sudan, Al Amarat St.#27, Alimtidad, East Khartoum, Block# 12, Building# 26.

**OR**

Via email to Ahmed Mohamed Ibrahim – Supply Chain lead via his email [Ahmed.Ibrahim@plan-international.org](mailto:Ahmed.Ibrahim@plan-international.org) with copy to Mwape Mulumbi Deputy Country Director in her email**:** [Mwape.Mulumbi@plan-international.org](mailto:Mwape.Mulumbi@plan-international.org). and Ameer Babo –Program Quality Manager in his email: [ameer.babo@plan-international.org](mailto:ameer.babo@plan-international.org)

1. **Child rights, gender and inclusion**

In line with Plan International’s values and organisational ambition, all evaluations should seek to prioritize a focus on child rights, gender and inclusion, and trying to understand the extent to which the programs and projects applied gender and inclusion sensitive approaches and explicitly aimed for results that improve the rights of children and young people and gender equality. All other evaluation questions prioritised should also seek to mainstream child rights, gender, and inclusion considerations as part of their enquiry.

All Plan International staff and consultants hired by Plan International must adhere to Plan Internationals Child and Youth Safeguarding Policy. The consultant must obtain written/ verbal consent from the respondents of primary data collection. Permission from parents must be sought if the children under 18 years are involved. Signed informed consent of each child and his/her parents need to take after explaining purpose of the study and its usage. Details on child safeguarding will be provided during the inception briefing.

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

Plan International is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, in accordance with MERL Standards and our Child and Youth Safeguarding Policy. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the consultant (s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultant(s) shall also explain how confidentiality and anonymity of participants will be guaranteed.

Plan International Sudan is committed to actively safeguarding children from harm and ensuring children’s rights to protection are fully realized. Plan takes seriously the commitment to promote child safe practices and protect children from harm, abuse, neglect and any form of exploitation as they come into contact with Plan supported interventions. In addition, we will take positive action to prevent child abusers from becoming involved with Plan in any way and take stringent measures against any Plan Staff and/or Associate who abuses a child. Our decisions and actions in response to child protection concerns will be guided by the principle of ‘the best interests of the child’. As such, the Evaluation processes must ensure appropriate, safe, non-discriminatory participation; a process of informed and un-coerced consent and withdrawal; confidentiality and anonymity of participants. The Consultant will provide a statement within his/her proposal on how they will ensure ethics and child protection in the process of data collection and visits. This must also include consideration of any risks related to the study and how these will be mitigated.

The consultant that will be selected must adhere to **Plan’s Safeguarding children and Young People Policy**. Reference checks will be carried out in conformity with the Policy for the successful candidate before confirming the offer.

The selected consultant shall sign and comply with Plan’s Safeguarding children and Young People Policy 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. **Ownership of information**

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.

1. **Annexes to be provided to selected candidate:**
2. Final Report Structure.
3. Safeguarding children and Young People Policy
4. Plan’s Monitoring, Evaluations, Research and learning (MERL) Standards.