

Annex A – Terms of References

TORs for Comprehensive Review of the Monitoring, Evaluation and Learning Practices for UNHCR Sudan Operation

1. BACKGROUND:

UNHCR, the UN Refugee Agency provides international protection, assistance, and solutions to refugees in coordination with host government and other actors. UNHCR also provides protection and assistance to internally displaced persons as well as to returnees.

UNHCR Representation Office in Sudan, working closely with Commission of Refugees (COR) as a government counterpart, aids the refugees and asylum seekers, returnees, internally displaced persons (IDPs) as well as host communities. It equally advocates with Local and Federal level authorities to facilitate access to land and documentation, provides protection services and assistance to the persons of concern.

The Sudan Operation, due to its complex and unpredictable nature, requires robust and watertight monitoring, evaluation and learning processes to generate the necessary impact in terms of delivery and service to the populations of concern. The operation has continued to grapple with fragility, conflict, and persistent socioeconomic crises and underdevelopment, exacerbated by an unpredictable political environment. Thus, managing delivery of services and humanitarian assistance to the mixed populations, including 1.1 million refugees, 3 million IDPs and a returnees, requires strategies that are out of the ordinary, but within UNHCR's precepts, in ensuring accountability by both the providers and recipients.

The Sudan Operation has had challenges in aligning its resources, activities and results against a well laid-out implementation strategy that allows the operation to pinpoint specific failures and devise remedial measures in real time due to lack of a well-established monitoring, evaluation and learning system. In order to provide technical support in this regard, UNHCR is in the process of establishing a MEL unit in its Representation Office in Khartoum.

An internal mapping of existing monitoring mechanisms suggests that there are 17 monitoring mechanisms in place. However, these mechanisms are not implemented systematically across the country and findings from many of these mechanisms are not well documented and shared for better programming and improving service delivery. In addition, there is no systematic study/analysis of monitoring, evaluation and learning (MEL) needs of the operation.

In order to understand and establish the monitoring, evaluation and learning needs of UNHCR Sudan in an interagency environment, UNHCR Sudan calls for an expression of interest (EOI) from competent individual consultant or a consulting company, hereafter called a contractor.

The entire process will be supervised and supported by MEL officer, UNHCR.

2. OBJECTIVE:

As of 2023, UNHCR Sudan has adopted a Multi-Year Planning Strategy (MYSP) that seeks to optimize the use of resources in a cycle of 3 years by implementing iterative learnings or lessons that are backed-up by improved monitoring and evaluation mechanisms. The operation therefore seeks to improve its MEL processes and procedures by focusing on planning, design, implementation, evaluation, and reporting.

In this regard, the main objective of the consultancy service is to undertake comprehensive review and design of a MEL system that satisfies the needs of UNHCR operation in Sudan. The review and design of MEL system should consider all population groups that UNHCR works with and should be aligned with the Multi-year Strategic Plan (2023-25). It should also consider MEL mechanisms available at the Inter-Agency level.

In essence, the input from this comprehensive review will seek to:

- Review the existing MEL mechanisms and analyze their strengths and weaknesses.
- Determine ideal MEL objectives, outcomes, and indicators for the MYSP strategic plan.
- Establish MEL framework and systems that will inform the planning, advocacy, fundraising and reporting for the operation. The MEL framework and system so developed should enable UNHCR Sudan to meaningfully assess, highlight successes, determine gaps, generate lessons as well as determine impact of its programmes.
- Facilitate UNHCR's mandatory reporting requirements, both qualitative and quantitative.
- Define a scope and requirements for Third Party Monitoring, if needed.
- Define a scope, types and frequencies of capacity building in monitoring in order to build an institutional MEL capacity

3. SCOPE OF THE WORK:

The review and design will be carried out by a contractor with the support and oversight from the MEL Officer, UNHCR.

The contractor will be tasked to carry out the following activities:

- All existing monitoring mechanisms should be extensively reviewed to understand its relevance, shortcomings and alignment with the MYSP (2023-25).
- Consult different units such as Protection, Programme, Operations/Technical Units, Information Management, Project Control, External Relations and Inter-Agency to discuss and understand the needs of the operation and designing a suitable system.
- Consult UNHCR Sub-offices/Field Offices to understand their needs, limitations and challenges in implementing monitoring activities which will help to design a customized monitoring system.
- There are existing MEL mechanisms at individual UN agency as well as sectoral levels. The contractor should consult them and find out how these mechanisms can complement UNHCR needs in terms of MEL.
- Design a MEL framework which should include different types of regular and periodic monitoring, evaluation and learning activities, its application in terms of population type, methodology, analysis framework, timeline, responsible unit, tools including guidance notes and resources required.
- Keep UNHCR informed, consulted and seek for its clearance through the MEL officer in Khartoum, at each stage of the exercise.

The above activities must be determined by asking and answering an array of questions such as:

- What are the UNHCR Sudan's priority MEL challenges?
- What are some causes of potential bottlenecks in the implementation of MEL systems?
- How can UNHCR Sudan improve MEL processes and tools so that the planning, tracking, collecting, communicating about and reporting is impact-based?
- How can UNHCR Sudan improve the design, implementation, efficiencies in and effectiveness of the MYSP and reporting?
- How can UNHCR Sudan adopt and use the MEL framework so developed?
- How can UNHCR Sudan ensure consistency in use and understanding of MEL-related terminologies?
- How is UNHCR's Theory of Change adding value to the MEL processes?

- What are the existing monitoring tools?

4. METHODOLOGY:

The methodology and approach for conducting the review will partially rely on the contractor's ingenuity and expertise but evidence of the following elements should be noted:

- Work plan (dates, needs, activities and milestones)
- A detailed Report with recommendations on updated MEL tools, templates, as well as systems and frameworks that improves UNHCR Sudan's' ability to plan, track, collect etc. The report should inform on the impact of the review to all stakeholders, including annexes with any accompanying documents, tools and resources that best suit UNHCR's internal processes.
- Outline all possible methodologies to be applied: on-site field visits, beneficiary feedback mechanisms, etc. It is necessary and useful to consider important cross-cutting principles that contribute towards effective monitoring, amongst UNHCR's partners, including the government of Sudan.
- All key partners to be monitored mentored and coached on the framework and expectations thereof.
- Ensure that all sectors in the MYSP are covered, and where possible checklists developed.

5. DELIVERABLES:

S/N	Deliverable (Particulars)	Timeframe
1	A summary of comprehensive review of existing MEL mechanisms and needs of UNHCR Sudan operation.	4 to 6 Weeks
2	A summary of consultations carried out within and outside UNHCR.	4 to 6 Weeks
3	A summary of comprehensive monitoring and evaluation (M&E) framework and implementation plan of UNHCR to be used for assessing and understanding UNHCR Sudan operation progress of the project outputs and outcomes and to establish the baseline.	4 Weeks
4	A draft proposed MEL system for UNHCR operation in Sudan. This should include a Theory of Change, Capacity Building Framework / package and suggested tools, Third Party monitoring needs analysis.	4 Weeks
5	Presentation of proposed MEL system to UNHCR and feedback	2 Weeks
6	Final comprehensive report including MEL plan	3 Weeks

6. MANDATORY - REQUIRED QUALIFICATIONS AND EXPERIENCE:

- Demonstrated experience of at least 5 years in reviewing and designing MEL system for international agencies, government, I/NGOs (essential).
- Prior experience of work with UN agencies, international organizations or government entities.
- Acceptance of UNHCR general conditions of contracts for the provision of services (signed)
- Acceptance of UN suppliers code of conduct (signed)

7. PREPARATION OF THE PROPOSAL

The contractor should prepare a technical proposal for conducting comprehensive review and design of MEL system which should contain the general approach to conducting review and design and particular ways of dealing with challenges foreseen. The proposal should describe staffing and organisational setup of the task with detailed proposed timelines of activities.

The financial proposal should provide the breakdown of the proposed budget by relevant major activities (including traveling expense if required), accompanied by a narrative describing the rationale for the proposed activities and corresponding timeline. The budget should include clearly identified unit costs and quantities per activity where applicable

8. PAYMENT SCHEDULE

- Submission and acceptance of summary of comprehensive review of existing MEL mechanisms and needs of UNHCR Sudan operation 25%
- Consultations carried out within and outside UNHCR, summary of comprehensive monitoring and evaluation (M&E) framework and implementation plan of UNHCR to be used for assessing and understanding UNHCR Sudan operation progress of the project outputs and outcomes and to establish the baseline 25%
- Submission and acceptance of draft proposed MEL system for UNHCR operation in Sudan. - 25%
- Presentation of proposed MEL system to UNHCR, submission and acceptance of final comprehensive report with MEL plan - 25%

9. EVALUATION CRITERIA

The submitted proposal will be evaluated according to the following criteria:

Category	Points
MANDATORY - REQUIRED QUALIFICATIONS AND EXPERIENCE andatory (Pass / Fail)	
<ul style="list-style-type: none"> • Demonstrated experience of at least 5 years in reviewing and designing MEL system for international agencies, government, I/NGOs (essential). 	

<ul style="list-style-type: none"> • Prior experience of work with UN agencies, international organizations or government entities. • Acceptance of UNHCR general conditions of contracts for the provision of services (signed) • Acceptance of UN suppliers code of conduct (signed) 	
OVERALL RESPONSE <ul style="list-style-type: none"> • Understanding of, and responsiveness to, UNHCR requirements. • Understanding of scope, objectives and completeness of response; • Overall concord between UNHCR requirements and the proposal. 	(5)
METHODOLOGY AND APPROACH <ul style="list-style-type: none"> • Quality of the proposed approach and methodology; • Suitability: To what extent the methodology is designed in response to the needs of the TOR; • Quality of proposed implementation plan, i.e. how will the applicant undertake each task, 	(30)
RISK MANAGEMENT <ul style="list-style-type: none"> • Risk assessment - recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral problems. 	(5)
ORGANISATIONAL CAPACITY and PROPOSED TEAM <ul style="list-style-type: none"> • Professional expertise of the contractor, knowledge and experience with similar projects, contracts, clients and consulting assignments • Expertise and experience of designing and applying robust and appropriate performance monitoring and results frameworks (including expertise and experience in indicator development, testing and data collection / analysis); • Team leader: Relevant experience, qualifications, and position with consulting firm Team members - Relevant experience, skills & competencies <ul style="list-style-type: none"> • Organization of the team and roles & responsibilities • Timelines proposed must be detailed and realistic 	(30)

The Technical Proposal has a total score of 70 points. Applicants must score minimum of 50 points to be considered technically compliant and in order, for the Financial Proposals to be opened. Financial proposal has a total score of 30 points.

Financial proposal will be judged against the overall proposed budget, but also on the basis of the proposed unit costs and feasibility of underlying field models. The final selection of the applicant will be based on combined technical and financial scores.

10. TIMEFRAME

Four to six months. The contractor will submit a detailed workplan as part of the “Technical Proposal”. Once the contract is awarded, the detailed work plan will be reviewed by UNHCR and the timeline will be adjusted as necessary and mutually agreed.