

# Request for Quotation

## CARE SUDAN CO

Nile Tower, 5th Floor, Building 20  
Block 10, Mamoun Behairy Street  
Khartoum  
Sudan

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Request Quote ID.	Date	Buyer	Page
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Block 10, Mamoun Behairy Street  
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Block 10, Mamoun Behairy Street  
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Sudan

Line	Item	Description	Mfg ID	Mfg Item ID	Quantity	UOM	Need Date
1		Hiring consultant to conduct final evaluation PEGESMAS project.two localities: Rashad Abu Jubiyah. covering 10 villages Sambo, Karema. Abu Undikina, and Karema in Rashad locality and Debiker, Tajamala. Algradood, Algraweed,			1.0000	EA	

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All returned quotes and related documents must be identified with our request for quote Number.



17, 3, 2024

Authorized Signature



### Terms of Reference (ToR) for Final Project Evaluation

<b>Final Evaluation of Promoting Economic Empowerment and Gender Equity through Strengthened Market Systems (PEGESMAS)</b>	
State	South Kordofan
Beneficiary Country	Sudan
Sector	Women Economic Empowerment and Livelihoods
Required	International Consultant- Remote
Project period	1 <sup>st</sup> of November 2022-30 <sup>th</sup> April 2024

Start Date 25 March 2024

### Terms of Reference for Final Project Evaluation

#### Promoting Economic Empowerment and Gender Equity through Strengthened Market Systems (PEGESMAS).

#### 1. BACKGROUND

CARE International is a global confederation that is working in 104 countries around the world to save lives, end poverty, and fight social injustice. CARE has been operating in Sudan since 1979, implementing humanitarian and development programs focused on women's and girls' empowerment, gender justice, humanitarian action, and resilience building. CARE works in partnership with 12 national NGOs, line ministries, and community-based organizations. CARE has over 176 staff members located across its sub-offices South Kordofan, Kassala, Medani, East Darfur, Gedaref, and South Darfur.

CARE has strong experience in Sudan and has established long-standing relationships with local authorities and communities. A key strength of CARE is that we focus on increasing community ownership, by working closely with local community structures and establishing long-term partnerships. The complex and protracted nature of the context in Sudan requires an integrated response from CARE. Therefore, we are working under a dual mandate of humanitarian- and development work, to address more comprehensively a wide variability of needs and challenges. CARE's Our Humanitarian Action program enables us to quickly respond to emerging crises, addressing immediate needs. Our humanitarian interventions aim to provide timely life-saving assistance

  
Act. 7, 3, 2024



The consultant(s) is envisaged to undertake the evaluation within the framework of evaluation criteria that respond to **relevance, effectiveness, efficiency, partnership and coordination, sustainability, and impact**, and in general and taking in to account the following key questions.

3.1.1. In assessing project **relevance** – the questions to be assessed are as follows:

What are the bases for and how was the project designed? Does the project intervention assist women's control and access to agricultural resources and markets and enable women to contribute to and benefit from improved food security? Did the project improve economic opportunities and agricultural production for female smallholder farmers in mango and vegetable value chains? Did the project improve functioning of value chains and business linkages between female smallholder farmers and the private sector? Was the enabling environment improved for women to actively participate in more inclusive markets? Did the project address harmful gender norms and gender-based violence? Do capacity-building activities address the capacity gaps of communities? Was the training relevant to the community? Do the projects reflect the basic felt needs of the community in the project areas? Do the projects correctly identify and target the direct and indirect beneficiaries? Are the project sites based on the felt needs of the beneficiaries? Was the community participation encouraging? Assess the contribution of the project towards the achievement of national/state objectives, assess the contribution of the partnership towards the achievement of the project objectives, and assess community contribution and participation.

3.1.2. In assessing the **effectiveness** of the project – questions to be assessed are as follows:

What were the planned activities and the results achieved under the expected result areas (outputs, outcomes, and impacts)? Was the project implemented according to the project proposal? Do the indicators formulated to reflect the actual seen during implementation? Did the assumptions and risks envisaged were realized? What were the roles of the community particularly women, local authorities, and other stakeholders during the specific project's implementation, and monitoring? What were the mechanisms designed to ensure the active participation of the partners, and community particularly women throughout the program cycle? Were the community mobilization efforts adequate at the project level? Did women participate actively and have a say in decision-making? Assess the performance of the project so far with reference to qualitative and quantitative achievements of outputs and targets as defined in the project documents and work plans and with reference to the project baseline reports. Assess the effectiveness of the cost-sharing arrangements between the project, beneficiary communities, and others. The consultant is also expected to show the level of project implementation quality in terms of outputs, partnership, community involvement, and monitoring system.

3.1.3. Examining the program **efficiency** – questions to be assessed are as follows:

Is the use of financial, human, and material resources efficient? Were there different cost-saving mechanisms considered? Was there another cost-effective way to undertake the program as a missed opportunity? Is there collaboration and coordination with relevant bodies to use resources efficiently? Does the implementation of the specific projects adhere to the agreement reached with the donor and implementing NGO and was it proactive and flexible? Assess the timeline and quality of the reporting followed by the project, Identify factors and constraints which have affected project implementation including technical, managerial, organizational, contextual, institutional, and socio-economic policy issues in addition to other external factors unforeseen during the project design, Analyze the performance of the Monitoring and Evaluation mechanism of the project and the use of various M&E tools to validate risks and assumptions in the logframe and how the M&E informed delivery in terms of inputs and program management during implementation.





to crisis-affected populations and ensure a protective environment for women and girls. CARE's humanitarian work is focused on WASH, Health, Nutrition, and Food Security. In the same states, however, our humanitarian work is complemented by longer-term development investments, focusing on Women, Peace, and Governance. Our development program aims to build the foundations for peaceful, inclusive, and resilient communities in Sudan, specifically targeting women and youth. Our development interventions are promoting transformative change by addressing critical barriers to poverty reduction through private sector engagement, value chain development and market systems. Our work in this pillar is focused on livelihoods, peacebuilding, inclusive governance, agriculture, and gender justice. Both our humanitarian and development pillars converge and eventually contribute to common outcomes.

The national partners include SADO, SODAVR, JMCO, WOD, SHOA, NAHA, and Babiker Badri Scientific Association for Women Studies. Line ministries with whom CARE collaborates closely include Ministries for agriculture, animal resources, water, health, and social. CARE's donors include the Dutch, Canadian, German (BMZ, GIZ), Luxembourg, and United States Governments, as well as the European Union and UN Agencies.

### **Background of the Project:**


Sudan, and South Kordofan State in particular, is characterized by widespread poverty and socioeconomic marginalization, especially among remote rural farming communities. Recent economic, and political stress and the ongoing conflict have exacerbated the long-standing vulnerabilities of smallholder farmers in South Kordofan, who have been affected by decades of conflict, displacement, and limited access to agricultural inputs, training, and markets. Women farmers are disproportionately affected, as gender inequality is pervasive across South Kordofan's agricultural sector. While women represent most smallholder farmers, they are typically disempowered to fully participate in key agricultural value chains such as mango, food crops, and vegetables, and to realize their entrepreneurial potential. Due to the prevailing patriarchal social norms and customs, women have limited access to land, decision-making roles within community governance mechanisms, and finance. Combined, these factors have long hindered the professionalization of South Kordofan's agricultural sector, and the development of key value chains, based on viable market-based approaches that could benefit local communities as well as the national economy.

The PEGESMAS project seeks to empower women smallholder farmers to gain greater control over and access to key agricultural resources and markets, as a basis for women's entrepreneurship to contribute to improved food security at the community and household level. To achieve this, the project fostered economic opportunities for female smallholder farmers in South Kordofan's mango and vegetable value chains, while simultaneously building the capacity of key actors in these value chains and strengthening business linkages between women-led farmer groups and the private sector. In this regard, the project will also focus on establishing a more conducive environment for women to actively participate in more inclusive markets, by improving their access to finance, addressing harmful gender norms, and tackling gender-based violence. Throughout the project's implementation, not only women but also men and boys within the target communities will be actively engaged as allies, change agents, and champions for women's socioeconomic empowerment, promoting positive social norms and equitable participation in livelihoods and grassroots entrepreneurship.

The project's specific objectives and outcomes are:

**Specific objective:** Increase women's control and access to agricultural resources and markets and enable women to contribute to and benefit from improved food security.

**Outcome 1:** Improved economic opportunities and agricultural production for female smallholder farmers in mango and vegetable value chains.





**Outcome 2:** Improved functioning of value chains and business linkages between female smallholder farmers and the private sector.

**Outcome 3:** Improved enabling environment for women to actively participate in more inclusive markets by addressing harmful gender norms and gender-based violence.

The project is now in its completion period. In line with the provisions of the project agreement between **CARE and the Dutch Ministry of Foreign Affairs**, the implementing agency, CARE, agreed to undertake a final evaluation at the end of the project period. The output of the evaluation is expected to determine the level of achievement against the project targets and indicators and gather evidence on the criteria of relevance, effectiveness, efficiency, partnership and coordination, sustainability, and impact of the project interventions.

This term of reference (ToR) provides a detailed outline of expectations required of applicants to fulfill the objectives and criteria of the final project evaluation to the required standard and quality.

## 2. OBJECTIVES OF THE EVALUATION

CARE is seeking qualified consultant(s) to conduct the final evaluation of Promoting Economic Empowerment and Gender Equity through Strengthened Market Systems (PEGESMAS) Project for the following purpose:

To assess the **performance and achievements** of the project against the planned project objectives, expected results, targets, and key indicators as per the logical framework. To this end the final evaluation should focus on the following:

- 1) To assess the **performance of the planned project activities** as per the action plan and expected targets to assess the quality of the project outputs. To this end, a focus on the **quality of project outputs** is equally important as the completion of these outputs and should be given priority attention in the evaluation methodology and report.
- 2) To assess **relevance, effectiveness, efficiency, partnership and coordination, sustainability, and impact** of the overall intervention. This should give due emphasis on community and private sector participation and contribution as well as value for money and technology suitability. This should be assessed in light of the changing context and how it remained **relevant, effective and sustainable**.
- 3) To assess the **major strengths and limitations** (SLOT) of the project and draw lessons for future program improvement and sharing with stakeholders.
- 4) To assess the direct and indirect (intended and unintended) impacts of the specific interventions in regard to capacity building and networking activities, with particular emphasis on the impact of **women and on gender equality norms**.
- 5) To assess the process and outcomes regarding **coordination, networking, and partnerships with the private sector**.
- 6) To assess the **partnership modalities** and approaches the project took with communities/beneficiaries, the local partner, and relevant government offices at all levels.
- 7) To assess the **validity of the risks and assumptions** indicated in the original project document in relation to the emerging issues (global, national, and local) and how the project responded with necessary mitigation measures.
- 8) To assess the **quality and rigor of the monitoring and evaluation, learning, and knowledge management systems** in terms of intersecting key monitoring information with key evidence from the large-scale study required for this evaluation to be representative.

## 3. MAJOR ISSUES TO BE ADDRESSED DURING THE EVALUATION

### 3.1 Key evaluation criteria and lines of inquiry






- 3.1.4. Examining the project **partnership and coordination** - questions to be assessed are as follows: What steps did the project actors take, individually or jointly, to improve coherence, complementarity, and/or coordination with different stakeholders (national and local NGOs, other civil society, national and local government, etc.)? How did the project consult and collaborate with these stakeholders and the beneficiary communities on the action? How was information about the action disseminated? Was information provided in an inclusive and accessible manner? What were the critical success or failure points in terms of coordination and partnership and how did the action manage them? What is the added value of the partnership and coordination modalities of the action? What is the key to learning from this?
- 3.1.5. Examining the program achievement of wider effects (**Impact**):  
The term impact denotes the relationship between the project's specific and overall objectives. At the impact level, the final evaluation should make an analysis of the following aspects: The extent to which the objectives of the project have been achieved as intended, in particular the project planned overall objective. It should also assess whether the effects of the project have been facilitated/constrained by external factors, have produced any unintended or unexpected impacts, and if so how have these affected the overall impact, have been facilitated/constrained by project/program management, by coordination arrangements, by the participation of relevant stakeholders, have contributed to political, economic and social development, have contributed to poverty reduction, have made a difference in terms of cross-cutting issues like gender equality, good governance, conflict prevention, etc, were spread between economic growth, etc.
- 3.1.6. Examining the **sustainability** - questions to be assessed are as follows:  
Are the project outcomes and impacts seem sustainable? – Is there a sense of ownership of the project by major stakeholders and communities? Did the implementation process give adequate room for the genuine participation of stakeholders, particularly women? To what extent are the stakeholders institutionally connected to influence policy and managerial challenges? Are there enabling policy and development strategies that ensure sustainable access? Is the institutional capacity of the implementing, supervisory body, and community sufficient to sustain the results? Is the technical aspect of the project that ensures the sustainability and quality of the project fulfilled? Assess preliminary indications of the degree to which the project results are likely to be sustainable beyond the project's lifetime, and provide recommendations for strengthening sustainability, Analyze the emerging impact on the communities for women in terms of income and asset enhancement.

### 3.2 Additional lines of inquiry for inclusion

**3.2.1 Examining the SLOT:** What were the strength, limitations /challenges, opportunities, and threats of the project? What other interventions were there that contributed to the success of the aims and objectives of the program? If any either from other NGOs or/and government projects? Are there unintended positive and negative results from the project? What are the best lessons that would make implementing NGOs' implementation strategies in the future? Validate the risk and assumptions indicated in the proposal are still relevant or need revision and amendment.

**3.2.2 Lessons and recommendations:** In the assessment of the criteria above, the evaluation methodology and report should place emphasis on lessons learned and recommendations for future programming. For instance: What lessons can be drawn from the interventions? What are the major recommendations of the assessment? How can CARE be more strategic and efficient in implementing similar projects and ensuring sustainability.





**3.2.3 Mutual reinforcement (coherence):** Examine the extent to which activities are undertaken to allow the donor to achieve its development policy objectives without internal contradiction or without contradiction with other Community policies. Examine the extent to which they complement the partner country's policies and other donors' interventions. Considering other related activities undertaken by the government or other donors, at the same level or at a higher level: likelihood that results and impacts will mutually reinforce one another, a likelihood that results and impacts will duplicate or conflict with one another.

#### 4. METHODOLOGY

The consultant is expected to propose and design with precision the details of the methodology for conducting the evaluation. However, the use of appropriate participatory approaches is essential to properly triangulate information. Both primary and secondary sources must be used to generate data and information that are relevant to validate the key assumptions. A balanced mix of qualitative and quantitative methods such as surveys, focus group discussions, in-depth interviews with key informants, case studies and success stories of beneficiaries, and observation of the system will be used to collect primary data.

The consultant is expected to conduct the evaluation through phases: an inception desk-based phase, a field phase, and a synthesis and reporting phase which will be followed by a discussion seminar for a de-briefing and validation of the evaluation process, quality, and findings before the final revised report is submitted.

**I) Inception desk phase** – This includes the collection and review of all relevant documentation concerning the project intervention (e.g.: financing decisions, project proposals, activity reports, monitoring reports, etc.). Based on the information collected the evaluation team should comment on the logical framework, and the issues/ evaluation questions suggested or when relevant, propose an alternative or complementary set of evaluation questions justifying their relevance. Develop the evaluation into sub-questions identify provisional indicators and their verification means and describe the analysis strategy; Propose the work plan for the finalization of the first phase; Confirm the final time schedule. During the inception stage, an inception report shall be prepared and submitted to CARE for review, comment, and approval.

**II) Field phase** - After the approval of the inception desk-based phase the consultant shall train CARE field teams and enumerators, share an indicative list of people to be interviewed and surveys to be undertaken. This plan must be applied in a way that is flexible enough to accommodate any last-minute difficulties in the field. Due to access issues the consultant will work remotely, and CARE International teams and enumerators will do the data collection and submit it to the consultant. The consultant will summarize the findings of the fieldwork, discuss the reliability and coverage of data collection, and present it in a meeting with partner organizations, stakeholders, and CARE.

**III) Synthesis and reporting phase:** This phase is mainly devoted to the analysis of data and preparation of the draft final report. While working remotely it is the duty of the consultant to make sure that: The assessment is objective and balanced, affirmations are accurate and verifiable, and recommendations realistic. A balance between descriptive, inferential, and qualitative analysis is essential and no element should be discounted in the triangulation process. When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place, to avoid misleading readers and causing unnecessary irritation or offense. If CARE considers the draft report of sufficient quality, they will circulate it for comments to the donor and other stakeholders and convene a meeting in the presence of the evaluation team. Based on comments expressed by the reference group members, and collected by the evaluation manager, the consultant has to amend and revise the draft report. Comments requesting methodological quality improvements should be considered, except where there is a demonstrated impossibility due to uncontrollable/unforeseeable factors, in which case full justification should be provided by the consultant. Comments on the substance of the report





may be either accepted or rejected. In the latter instance, the consultant is to motivate and explain the reasons in writing.

**IV) Discussion workshop (de-briefing and validation):** The consultant should present the revised draft final report online. The purpose of the seminar is to present the report to CARE teams, to check the factual basis of the evaluation, and to discuss the draft findings, conclusions, and recommendations. Based on comments made by participants, and collected by the focal person at CARE, the consultant must write the final version of the report incorporating the comments and inputs from the online presentation.

**5. SPECIFIC TASKS, OUTPUTS, LEVEL OF EFFORT, AND MILESTONES**

Tasks	Outputs	Estimated level of effort	Milestones
<b>Inception desk phase</b> Collection and review of all relevant documentation concerning the project and provision of inception report with detailed methodology, data collection tools, and work plan.	Gain project background and the plan of action developed and shared.	5 days	Inception report Work plan
<b>Field Phase</b> <ul style="list-style-type: none"> <li>○ Training of CARE Team on data collection.</li> <li>○ The consultant to follow up regularly with the field teams.</li> <li>○ CARE to conduct all field work as per the agreed schedule</li> </ul>	All field data/information gathered	15 days (depending on the number of evaluation teams and work plan to cover the sample)	All fieldwork conducted as per the agreed methodology and sample size.
<b>Synthesis phase:</b> This phase is mainly devoted to the analysis of collected data and preparation of the draft final report and key findings.	Draft report produced	12 days	Analysis of all data Draft report submitted to CARE
<b>Discussion workshop (Debriefing and validation):</b> The evaluation team must present the revised draft final report to all invited stakeholders.		1 day	Key stakeholders attend and input at the seminar
Final report writing	Final report produced	2 days	Final report document
Submission of hard and soft copies of the final report,		N/A	All copies received by CARE



## 6. DELIVERABLES

1. **Inception report** of a maximum of 15 pages (Structure attached in Annex 1) to be produced after 5 days from the start of the consultant services. In the report, the consultant shall describe the first finding of the study, any challenges expected in collecting data, and other encountered and/or unforeseen difficulties in addition to his program of work and staff mobilization. A technical discussion with the contracting unit will follow to establish the concrete parameters for the final report, outlining any areas that need to be included. At this stage the consultant should annex the data collection tools, describe the methodology, work plan and remote management approach.
2. **Draft a final report** of a maximum of 35 pages (Structure attached in Annex 2). In addition, to meeting the evaluation objective and addressing the evaluation questions, the draft final report should also synthesize the findings and conclusions into an overall assessment of the project and recommendations for future interventions. Upon receipt of the draft final report, the project manager/CARE will arrange an internal validation workshop where the consultant is expected to present the draft findings and open for comments. Based on the validation workshop and comments received from relevant staff, the consultant will produce the final report. The report should be finalized within 2 days of the receipt of the consolidated comments.
3. **A final report** with the same specifications as mentioned under 2 above, incorporating any comments received from the concerned parties on the draft report, to be presented within 2 days of the receipt of these comments. The project manager in CARE must confirm that all the comments have been addressed prior to any final acceptance of the report.

All the reports must be submitted in English and must be of high quality (publishable standard).

## 7. WORK PLAN AND EVALUATION

The project evaluation shall be conducted in a maximum of **35 days** starting from the date of signing the agreement for the task. The consultant is expected to present the detailed work plan in his application including the period of data collection since his/her support will be required.

### 8. Distribution plan.

The results of the final evaluation will be shared internally within CARE Sudan and externally with the donor. The report will be posted on CARE International Global website where it will be accessed publicly by all the stakeholders. The consultant will conduct a virtual workshop to present the findings to relevant stakeholders that will be invited by CARE.

## 9. DATA DISCLOSURE

The consultant should deliver, at minimum, all files including quantitative data sets (raw and cleaned SPSS data products), transcripts of qualitative data, and others in an easy-to-read format and maintain naming conventions and labeling for the use of the project/program/initiative and key stakeholders.

## 10. CRITERIA FOR SELECTION OF CONSULTANT

Those interested in the consultancy must include in their application a detailed technical and financial proposal with the following components:

### Technical



- Technical proposal for conducting the survey based on the given information and including methodology and work plan schedules. The applicants must show their understanding of the TOR and provide evidence of experience in carrying out similar roles.

**Financial**

- The consultant should provide the daily rate for the tasks that he/she will conduct excluding fieldwork since the CARE field team will take the lead.

**Other conditions:**

- Must adhere to the CARE Code of Conduct and CARE Security Protocol during the entire duration of conducting the assignment.

**1. Qualification and Experience**

- Master's degree in economics, development studies, agriculture, sociology, policy, or a related social science field.
- 5 years of experience conducting similar studies or research in volatile contexts like Sudan.
- Experience in livelihoods, resilience, gender, markets, value chain development and any other relevant background.
- Knowledge and demonstrated experience and skills in designing, facilitating, and conducting conflict analysis exercises.
- Demonstrated proof of conducting similar exercises in the past possible, share reports from previous tasks.
- Strong knowledge of qualitative and quantitative research methods and sampling.
- Statistical analysis skills and strong proficiency with data analysis packages such as SPSS or STATA and qualitative data analysis software
- Fluency (verbal and written) in English and Arabic is an added advantage.
- If working as a team the proposal should outline the roles and the CVs must be included

**11. COMPLIANCE**

Each party hereby certifies that it has not provided support of any kind in violation of applicable law to a person or entity that it knows or has reason to know advocates terrorism or engages in terrorist activity.

**12. LOGISTICS AND SERVICES**

This is a remote assignment and CARE will support the necessary field arrangements such as data collection and packaging of data and sharing with the consultant. The consultant will only conduct online interviews with relevant staff and stakeholders who can be accessed online.

**13. Application.**

All the interested applicants should send their CVs and proposals to:

[sdn.procurementtender@careinternational.onmicrosoft.co](mailto:sdn.procurementtender@careinternational.onmicrosoft.co) and Cc: [najat.ahmed@care.org](mailto:najat.ahmed@care.org).