

**EVALUATION TERMS OF REFERENCE**

**Adventist Development and Relief Agency**

**ADRA Sudan**

**Khartoum Urban Women’s Empowerment Project in Khartoum State**

**(KUWEP)**

**November 2022**

**Terms of Reference for Final External Evaluation**

**Project Title**: Khartoum Urban Empowerment Project in Khartoum State

**Project Holder**: Adventist Development and Relief Agency (ADRA)

**The evaluation is commissioned by**: ADRA Sudan

**Address:** Sudan Khartoum / Al Riyadh – Ebn Alwaleed St – House 64 Block 18

**1. Background and Justification**

Sudan has been experiencing a protracted crisis in various guises and different locations since 1984. Sudan is classified as a lower-middle-income country. However, the secession of South Sudan, regional and national conflict and displacement, weather-related crises, low agricultural productivity, and structural poverty have stifled development and made the Sudan one of the most food-insecure countries in the world. Since late 2018, Sudan had experienced an elevated degree of economic instability. The monetization of fiscal deficits, loose monetary policy, devaluation of the Sudanese pound (nearly 80% inflation in one year[[1]](#footnote-1)), the reduction of fuel subsidies and the elimination of wheat subsidies have contributed to rapid inflation. In addition, the capacity of government institutions to tackle the emerging challenges of economic instability, climate variability and conflict is limited.

Although Sudan is a lower-middle-income country transitioning to peace and development with the potential to reach the Sustainable Development Goal targets, the country persistently faces two major overlapping challenges; one related to internal large scale population movement triggered by conflict, and another related to climatic and socio-cultural conditions leading to high levels of food insecurity and malnutrition. In addition, a third and growing challenge is increasing influx of South Sudanese refugees.

ADRA is an independent, humanitarian agency established by the Seventh-day Adventist Church. ADRA Sudan was first established in 1984 as part of the worldwide ADRA network which includes more than 120 offices. ADRA Sudan’s mission is to work with people in need, especially those most vulnerable, to create just and positive change through empowerment and local ownership. Since its establishment, ADRA Sudan’s portfolio has grown to include short-term emergency and longer-term development projects funded by a wide variety of donors including governments, UN Agencies, BFW, EU, ECHO, etc. ADRA Sudan has partnered with government authorities, line ministries, INGOs, NNGOs, and local communities. ADRA Sudan has developed particular expertise in the following sectors: Food Security and Livelihoods (FSL), Water, Sanitation and Hygiene (WASH), Education (including formal and Informal education), Community-Based Peacebuilding/Protection as well as Economic Development (including Income Generating Activities IGAs).

The Khartoum Urban Women Empowerment project implemented in partnership Bröt für die Welt (Bread for the World) is considered as state wise program that aims to generate equitable access to literacy and livelihood opportunities for vulnerable communities in Khartoum with the objective of improving living condition of women population in Shargalneil locality (16 blocks),8 blocks in Ramallah and 8 blocks in AL-Taweedat. This will be through supporting REFLECT literacy program, home gardening, livelihood training skills and communities Saving Groups components in the target areas. The project targeted almost 2600 women as direct beneficiaries in the project sites.

The project targeted the most vulnerable IDP women in different blocks, targeting completely different beneficiaries. These people having come from the rural areas with either agro or agro-pastoralist background, lack education and skills needed to be gainfully employed or tap livelihood opportunities respectively, thereby increasing poverty and vulnerability for themselves and their families.

Population in Shargalneil locality are characterized by large family sizes; low incomes which are insufficient for supporting their families. 54% of households are headed by women. The population is estimated at 700,000 and this is bound to increase due to the expansion of the area to include other new areas that include Al Fateh, occupied by Darfurian, Abyei and Kordofan IDPs. In East Nile located east of Khartoum, the project was implemented in Al-Rehmab village and Tawadat units with an estimated population of 18,867(Sudan Central Bureau for Statistics, 2019) individuals in both areas. Population of these areas are IDPs and returnees from war and conflict areas in Darfour a Nuba Mountain in west Sudan and from Albataheen in Central Sudan. The main problem of the IDPs in the proposed project areas is poverty exacerbated by displacement due to civil war, high rates of illiteracy both for children and adults; poor health and environment and, lack of livelihood opportunities.

**2. Project Description**

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| --- | --- |
| Project Title | Khartoum Urban Women Empowerment project |
| Project Location | Shargalneil Locality (16 blocks) Ramallah and ALTaweedat  |
| Implementing Agency | Adventist Development and Relief Agency (ADRA)  |
| Financing Partner | Bröt für die Welt (Bread for the World) |
| Local Partner  | Al-Gasim Organization for Humanitarian Development  |
| Project Goal | Improved and equitable Access to Livelihood opportunities for vulnerable communities in Khartoum  |
| Project Objective | Increase of livelihood opportunities and skills for females in Shargalnei locality  |
| Project beneficiaries | Direct Beneficiaries:2600Indirect Beneficiaries :26300 |
| Project duration | January 01, 2022 – December 31, 2022 |

**3. Objective and Purpose of the Evaluation**

The objective of the task is to evaluate the project in terms of its efficiency, effectiveness, impact, relevance, and trend for sustainability. The purpose of the evaluation is to measure the progress or success of the project against its targeted objective and indicators. The evaluation aims to pull out the key lessons learnt and to formulate evidence-based recommendations which can be applied within the remaining project period and beyond. in a similar way, the quality of governance and management of the project and organization shall be assessed. The planned evaluation is, therefore, meant to track the changes related to literacy, improvement of living conditions for beneficiaries of home farming, and income-generation skills.

Extracted results will be used by the implementing agency, to address the recommendations and use for adjustment of project gaps, to evaluate the results of the project. Therefore, the evaluation result will be used in determining what to be done in the future in the area and to draw lessons for the development endeavor of implementing partner and local government.

**3.1. The evaluation is expected to address, but not limited to, the following key Evaluation questions:**

* **Relevance:**

Assess the extent in which the project activity is relevant or suited to the priorities of beneficiaries and the existing government policies and strategies.

* To what extent are the objectives of the project still valid?
* Are the activities and outputs of the project consistent with the development goal and the attainment of its objective?
* Are the activities and outputs of the project consistent with the intended impacts and effects?
* **Efficiency:**

Evaluate the project’s results in terms of project efficiency

* Were project activities cost-efficient?
* Were project objectives achieved on time?
* Was the project implemented in the most efficient way compared to alternative approaches to achieve the same outputs?
* **Effectiveness:**

 Measure the extent in which the project activity is effective in attaining its objectives.

* To what extent was the project objective and indicators are achieved?
* What were the major factors influencing the achievement or non-achievement of the objectives?
* **Impact & Lessoned Learned:**

 Assess the impacts of the project towards the achievement of the project’s objective and the wider scope of development goal, reflect success stories, best practices and innovative solutions utilized by the project and capture the key follow-up priorities, gaps and lessons learned to be used for the remainder of project are identified.

* What has happened as a result of the project?
* What real difference has the project activity made to the beneficiaries?
* How many people have been affected?
* What best practices and successful innovative solutions were used in the project?
* What are the priorities and the gaps/failed components that can still be addressed? Are there any outstanding project components that will NOT be able to be implemented given the political, security and/or Covid developments in project areas?
* Has the project and its activities produced any unintended positive or negative results so far? Was there any process of tracking these unintended results?
* **Sustainability:**

Assess the trend for sustainability of the project’s outcomes:

* To what extent did the benefits of a project continue after donor funding ceased?
* What were the major factors which influenced the achievement or non-achievement of Sustainability of the project?
* What does local ownership look like when thinking about project sustainability?
* **Organizational effectiveness and efficiency**
* In how far are human resources, quality of work and internal environment including governance adequate in relation to program and external relations?
* How effective have management strategies been adopted and implemented? How is second line leadership developed?
* What has been the role of staff in the planning, monitoring and implementation of the organization?
* How effective is the organizational structure and the internal communication /coordination system, the division of roles and functions, the decision-making procedures as well as the representation and participation of staff and beneficiaries in decision making and policy development?
* Examine the partnership with and role of stakeholders (target beneficiaries, government offices, District Development Committee, NGOs etc.) in the project implementation, monitoring, handing over of outputs and continued follow-up
* Examine to what extent external factors, such as socio-economic, political, infrastructure, availability of inputs, natural incidences etc. have adversely affected the implementation of the project.

**4. Evaluation Methodology/Design**

The evaluator shall use both primary and secondary information, which includes but not limited to:

* The geographic scope of this evaluation covers all project sites as described in the project’s mutually binding document.
* The evaluator will need to review the approval documents, socioeconomic study reports which studied related to the project, progress reports, audit reports, monitoring and annual review meeting reports, summary project budget and other records during the evaluation.
* The evaluator will need to review the relevant organizational information or documents, interview with the relevant stakeholders (Management, staff). These information/documents will be made available to the successful candidate upon commencement of the evaluation.
* Key informants’ interviews with community leaders, local partners and Key government departments.
* Field and household level observations.
* Conduct case studies (especially for comparison with surrounding Kebele which have not been part of the intervention).
* Focus group discussion and interview with beneficiaries on the field visit, discussion with project staff, sector offices and other stakeholders.
* Analyze the lessons learnt, and
* Analyze the data quantitatively and qualitatively, present findings and formulate recommendations.

**5. Data to be collected & data collection method**

Quantitative and qualitative data will be collected from primary & secondary sources. Secondary data will be collected from various published and unpublished documents that are available in the District, Zonal and Regional sector offices, census bureau documents, etc. Primary data will be collected, through interviewing beneficiaries and community groups. Hence, information will be extracted to answer questions listed under section 3.1 above.

**5.1 Sampling Framework**

The targeted sample size of the evaluation will include all age groups that the project is targeted. This will be done using a statistically significant sample of project beneficiaries and will be guided by the evaluation sampling frame for realistic and representative results.

For the quantitative data collection, a household survey will be used using a statistically representative sample of project participants using the confidence interval level of 95% and a margin of error of 5%. Furthermore, to solve the problem of “no answer” the size of the sample will be increased by at least 10% or a percentage suggested by the consultant.

For qualitative data, purposive sampling should be used. The consultant should include the qualitative methods to be used, the method of key informant’s selection and the sample size indicating the formula used.

**5.3 Key Indicators to be Collected**

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| **Objective(s)** | **Indicator(s)** |
| Communities’ literacy level in the East Nile locality is improved | 1. At least 65% of literacy participants passed the external test prepared by locality adult education department.  |
| 2. At least 75% of women attended literacy circles are able to read, write, and do simple numeracy.  |
| 3. # of issues / needs identified by women literacy participants are successfully addressed/ handled by community leaders. |
|  Access to livelihoods and food availability in the targeted area is improved.  | 1. 50 % of women participated in livelihoods training established their own business. |
| 2. The community saving groups shares increased by 50% on the second cycle. |
| 3. % of women participated in home gardens activities has a direct contribution to household food security by increasing availability of vegetables production. |

**6. Composition of the team**

**6.1 Personnel**

* A **team leader** is sought for this assignment. S/he must have a long, documented experience with programming as well as baseline/evaluation assignments and monitoring for similar projects or interventions with a livelihood strengthening objective.
* A **team member** is also sought with experience specially in Education, Livelihood, VSLA, Economics or another related field. An additional team member may be added, depending on the need felt by the team leader and the methodological approach chosen. Amongst the team members gender specialty is a must.
* **Enumerators/Data Collectors**.

**6.2 Profile of the team**

* Extensive experience in conducting project evaluations mainly in education and livelihood improvement projects and a proven record in delivering professional results.
* Excellent in local (Arabic) and English language skill.
* Experience in working with NGOs in Sudan.

**8. Roles and Responsibilities**

**8.1 Responsibility of the implementing partner**

ADRA office shall be responsible for the following:

* Establish the terms of reference for the external consultant/team.
* Providing inputs to the impact evaluation ToR.
* Announce, hiring of the external evaluators.
* Approving the selection of evaluator(s).
* Reviewing and endorsement of data collection tools & Methodologies.
* Cover the consultancy fee as per the agreement to be signed.
* Reviewing ad commenting on preliminary findings and recommendations (draft reports).
* Approving the final report; and,
* Establishing a dissemination and utilization strategy.
* ADRA office shall be responsible also for providing contact details of key stakeholders, networks, and any other relevant parties of interest in this evaluation.
* In addition, the individual leading the assessment will be responsible for conducting all field and research activities, and for writing and editing the final report.

**8.2 Responsibility of the Consultant**

The consultant will be responsible to:

* The evaluator will be responsible for dissemination of all methodological tools such as surveys
* Prepare detail checklist and questionnaires for the evaluation work and coordinate the evaluation and its should be via electronic platform (Kobo toolbox is preferred).
* Conduct Enumerators training for the data collection
* Conduct field visit, discussions, and interviews.
* Collect field data.
* Conduct field assessments survey
* Cover peridium cost for data collectors or enumerators, supervisors, and any related expertise cost.
* Conduct evaluation field assessments
* Analyzing the data collected
* Writing of the reports
* Conduct discussion on the findings and recommendations at locality level
* Submission of draft evaluation report for subsequent comments/feedbacks.
* Prepare and submit draft and final reports of the evaluation both in hard and soft copies.
* Complete the work within 20 days

Therefore, the consultant shall submit sealed detailed technical & financial proposals in two separate envelops.

**9. Study Duration**

Tentatively the evaluation is expected to be completed in 20 working days including field assessment and final report writing.

**10. Logistics & Reporting**

**10.1 Reporting relations**

ADRA Sudan is responsible for the recruitment and briefing to the evaluation external evaluator(s) and will be the point of contact for the duration of the evaluation process. The evaluator will send an electronic copy of the final written evaluation report to the Program Director/Project Manager/MEAL Manager of ADRA no later than one week after she/he receives comments from ADRA on the first draft report. The final report will include modifications and justifications for variations from the original design.

**10.2 Deliverables**

* Inception Report with draft/finalized data collection tools.
* Final evaluation report written in English (maximum of 40 pages plus annexes).
* An electronic Dataset (raw data, output tables and syntax).

**11. Communication and confidentiality**

The consultant will report to the Project Manager/MEAL Manager. ADRA will also provide logistical and technical support to facilitate required meetings and interviews, as may be required. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders.

ADRA considers it unethical for any member of Consultancy to use information gathered from Endline for anything other than the program under review. Should viable reason present itself for using the information obtained for other purposes, then, ADRA must be consulted, and prior permission secured. This must be adhered to, especially when the material is of a controversial nature and exclusively involves the private lives of the target population.

**12. Report Structure**

The evaluation report shall be written in English (maximum of 40 pages plus annexes) and has to include the following contents:

1. **Information Page:** Basic organizational data, duration of the project to be evaluated, title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation and date of the report.
2. **Executive summary:** tightly drafted, to-the-point, free-standing document (maximum 1.5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.
3. **Introduction:** purpose of the evaluation, scope of the evaluation and key questions, short description of the project and relevant frame conditions, Logic and assumptions of the evaluation.
4. Evaluation design/**methodology** evaluation plan, strengths and weaknesses of selected design and research methods, Limitations and assumptions related to the Endline, and Summary of problems and issues encountered.
5. **Key results/findings:** with regard to the questions pointed out in the ToR and also the projects’ specific intervention components.
6. **Conclusions:** summary based on evidence and analysis.
7. **Recommendations:** on the findings leading to suggestions to be used for the way forward
8. **Lessons learned:** all relevant information beneficial to the partnership between PADD and implementing partner
9. **Annexes** (TOR, instruments used, list of persons/organizations consulted, literature and documentation consulted, copy of any relevant documentation used for the assessment and CV of the evaluation team).

**13. Expression of interest**

Interested candidates should submit their application for this consultancy to the email: consultancy@adrasudan.org and put Programs@adrasudan.org not later than December 11th,2022. The application of interested candidates should include financial proposal with a breakdown into costs such as consultancy fee and ancillary costs such as transport, accommodation, and other fees (in USD) needed for this service, CVs of its team members and a cover letter showing relevant professional experience and requirements listed above. Ideal candidates are also highly encouraged to submit samples of previous works related to this study.

***Note: Only shortlisted candidate/s will be contacted.***

**14.Remuneration**

Payment will be in phases as follows:

1. 30% of the contract sum will be paid at the start of the consultancy.
2. 30% of the contract sum will be paid upon completion and submission of the first draft report.
3. 40% of the contract sum will be paid upon submission and acceptance of the final.

Interested consultants should tender a bidding proposal which clearly highlights the qualification of the bidder(s), a tentative work plan, technical and a detail financial budget breakdown of the consultancy fee.

The bidding proposal shall be delivered to implementing partner as per the date and time announced on the newspaper.

Successful proposals must contain:

* CVs of the consultant
* Proofs of experience
* Explanation and justification of the evaluation methodology
* Description of the how cross-cutting issues of gender, age, poverty, and social inclusion will be taken into account
* Tentative work plan
* Financial proposal with a breakdown into costs such as consultancy fee and ancillary costs such as transport, accommodation, and other fees.
1. <https://tradingeconomics.com/sudan/inflation-cpi> (accessed 01-04-2019) [↑](#footnote-ref-1)