

REQUEST FOR PROPOSAL – Cash and Markets Evaluation

The Request for Proposal reference: RFP-KRT-971

SUMMARY

NRC is looking for Cash and Markets Evaluation

Deadline for application is Sep 7th, 2024 @ 16:00 (GMT +2)

The consultant is/are envisaged to be contracted for three months.

PROCESS FOR APPLICATION

We are opened to provide further information (background of the research, generic terms & conditions, information on award process) upon request.

- Deadline for submission: **Sep 7th, 2024 @ 16:00 (GMT +2)**

Complete **Proposal documents must be submitted by EMAILS** Email for submission:
asmaa.mohammed@nrc.no - sd.procurement@nrc.no

CONTENT OF REQUEST FOR PROPOSAL

- Terms of reference
- How to Apply
- Annex 1: Applicant checklist

TERM OF REFERENCE

Cash and Markets Evaluation

EVALUATION/REVIEW MANAGER: MONITORING, EVALUATION AND LEARNING MANAGER/HEAD OF PROGRAMME

BASED: SUDAN

Background information

Background on the context

The Norwegian Refugee Council is an independent humanitarian organisation that helps people forced to flee their homes. We work in crises across 40 countries, providing lifesaving and long-term assistance to millions of people every year. We stand up for people forced to flee and advocate for their rights. We returned to Sudan in 2020. We are dedicated to helping people affected by war, protracted displacement and disasters by supporting their survival, protection and dignity. We engage in lifesaving multi-sectoral emergency responses that prioritise cash assistance. We use technology to improve our programmes, work closely with local partners and grassroots networks.

Against the backdrop of an already dire humanitarian crisis due to conflict, multiple protracted and emerging crises and political instability, the April 15th conflict that broke out in Khartoum has had a devastating effect on the humanitarian situation in Sudan. The conflict between two main factions of the ruling military regime: the Sudanese Armed Forces (SAF), and a paramilitary force, the Rapid Support Forces (RSF) who jointly staged the October 2021 coup d'état, started in the Northern and Khartoum states and quickly spread across Darfur and South Kordofan regions with harrowing accounts of attacks based on ethnicity in West Darfur.

Electricity, water, and telecommunications infrastructure, as well as businesses and homes, have been damaged, looted or destroyed. Prior to the start of the conflict, Sudan had an estimated 15.8m people in need of humanitarian assistance (2023 Humanitarian Needs Overview). The revised 2023 Humanitarian Response Plan (HRP) indicated that the people in need increased by 57% to 24.7m as of May 2023 with 25.6M people across Sudan will likely experience high level of acute food insecurity (IPC phase 3 or above). According to the Acute food insecurity snapshot April 2024- May 2025. 24 M people are at risk of facing a Crisis (IPC 3) or worse levels of acute food insecurity.

For more information about NRC's work in Sudan and around the world, please visit; <https://www.nrc.no>

NRC's activities and presence

NRC returned to Sudan in 2020, and currently operates in four area offices, although has temporarily suspended work in Khartoum and North Darfur. We are dedicated to helping

people affected by war, protracted displacement and natural disasters by supporting their survival, protection and dignity. We provide lifesaving multi-sectoral emergency responses prioritising cash assistance.

NRC’s portfolio includes WASH, Shelter, Information, Counselling, Legal Assistance (ICLA), Education, FSL, CCCM, and a recent emphasis on the protection from violence (PfV) sector. Additionally, NRC leads the Rapid Response Mechanism in partnership with Save the Children International and the Danish Refugee Council. Since April 2023, NRC supported more than 220 local responders with group cash transfers in support to their local response initiatives.

NRC Sudan has been assisting hundreds of thousands of people in need: in 2023 alone, over 445,600 people across the country. In the midst of Sudan’s liquidity crisis in 2023, NRC Sudan was one of the first organisations to provide cash assistance, reaching displaced people in Gedaref, White Nile and even South Kordofan. Since 2020, NRC Sudan offered multi-purpose cash assistance to allow people to meet their immediate basic needs on their own terms while all access to the city of Kadugli was cut off. In 2022 and 2023, NRC Sudan also chose to prioritise cash assistance to boost the recovery of local markets, including grants for small traders based on a market analysis. To support the locally-led response and reach populations in areas where we did not have a physical presence, NRC Sudan launched group cash transfers in 2023 to frontline responders, enabling them to organise distributions, shelters and education support based on the needs identified. NRC Sudan is working with local partners to reach people in need as well as trying to strengthen the systems that provide humanitarian assistance in the country. Supporting the staff and local partners of NRC Sudan is critical to the success of its humanitarian operations in Sudan.

[NRC’s intervention specific to the evaluation](#)

MPCA

To ensure that disaster affected households flexibly meet their basic needs, NRC distributed Multipurpose Cash Assistance (MPCA) in its emergency response activities. This is because MPCA offers the simplest, most direct method of meeting a crisis-affected community’s diverse needs, such as food, shelter, water and bus fare. MPCA is both unconditional and unrestricted. In the MPCA activities implemented NRC has been distributing 100% of the MEB in line with the Sudan Cash Working Group recommendation/guidelines. The responses run for a period of 3 months (beneficiaries receive 3 cycles of cash) although there have been instances where all 3 cycles have been distributed in one go. In addition, there have also been instances where some targeted beneficiaries have not received all the 3 rounds due to various reasons.

Cash for food

NRC has been implementing the Cash for Food initiative to address food insecurity among vulnerable groups such as host communities, internally displaced persons (IDPs), and refugees. Through the provision of direct cash transfers, the program enables recipients

to make food purchases based on their individual requirements and preferences, ultimately increasing the variety and nutritious value of their diets. By increasing market activity, this strategy not only strengthens the local economy but also upholds the beneficiaries' autonomy and sense of dignity by empowering them to make their own decisions regarding the amount of food they consume. Additionally, by lowering the logistical difficulties involved in the distribution of in-kind food and guaranteeing prompt assistance to individuals in need, the Cash for Food program helps to improve the efficiency with which aid is delivered. With this initiative, NRC intends to reduce hunger, promote resilience, and support sustainable livelihoods in conflict-affected and crisis-prone regions of Sudan.

Cash for shelter

Cash for shelter rehabilitation is meant to improve the living condition of the affected families that are living in sub-standard shelters which poses hazards and negative impact on their lives and to secure the supported families tenancy during the time they will stay in the supported shelter. The cash support were given to the selected families and the landlords of the properties to ensure bringing the shelter into minimal standards that give them save, secured, and dignified shelter which will contribute to improving their living conditions.

NRC provided the families with cash support based on the shelter working group allocated funding amounts (400 \$) NRC provided the families with the cash support on two instalments to ensure families will start the works of the rehabilitation, once the rehabilitation works progressed NRC will release the second instalment for the families.

Cash for NFIs

Cash for NFIs is the part of the response to ensure supported families have timely and sufficient access to basic non-food items to meet the families need to improve their living conditions.

Market support interventions (MSI)

is a type of market-based programming (MBP) that aims to improve the conditions of crisis-affected populations by supporting the essential market systems that the target population depends on for labour, goods, services, or income. Certain market participants, services, laws, and infrastructure are the focus of these interventions. Interventions to support market actors, infrastructures, and services are examples of market support interventions. They can seek to address both obstacles to supply/availability and demand/access. Market support intervention is an approach that can be embedded in sector-specific and multisectoral responses (e.g. food, livelihoods, water sanitation and hygiene (WASH) or shelter).

Group Cash Transfer

NRC Sudan launched group cash transfers in 2023 to frontline responders, enabling them to organise distributions, shelters and education support based on the needs identified. NRC Sudan is working with local partners to reach people in need as well as trying to strengthen the systems that provide humanitarian assistance in the country. Supporting

the staff and local partners of NRC Sudan is critical to the success of its humanitarian operations in Sudan.

Purpose of the evaluation and intended use

Overarching purpose

Evaluating NRC Sudan cash and market programme is essential to ensure its effectiveness, efficiency, and impact on target populations. Since November 2020 the cash and market programme were implemented in selected states across Sudan, namely Khartoum, Gadaref, South Kordofan and West Darfur. All cash and market projects that were implemented by NRC Sudan since November 2020 will be considered when selecting sample locations for the evaluation. The evaluation will cover all cash and markets interventions, including multipurpose cash assistance and sector-specific cash, voucher assistances, and market support interventions (e.g., for shelter, for food, for agricultural inputs, for businesses, etc).

This evaluation will not only focus on the direct outcomes of the cash and market covered but also on how these programmes interact with broader context specific factors such as intertribal conflicts, markets functionalities, inflation and prices fluctuations, in each targeted location. This approach ensures that the findings and recommendations are relevant and effectively contribute to the holistic improvement of NRC's efforts and its emergency response interventions. It will also incorporate a thorough assessment of crosscutting issues such as access constraints, liquidity and banking system challenges, conflict sensitivity, gender sensitivity, and social inclusion to ensure a comprehensive understanding of the programmes' multifaceted impacts.

The purpose of this evaluation is to:

Learn how to improve cash and markets programming for future design and planning of NRC's cash and market interventions.

Contribute directly to updating the cash and market programme SOPs and harmonize the processes across area offices. This will include evaluating the operational efficiency of the programme and assessing the speed and flexibility of its implementation processes.

Understand the impact of the application of the different delivery mechanisms of cash transfer used and identify relevant successes and weaknesses.

Evaluate how well the programme targeting approaches (both community-based targeting and the vulnerability scoring tool) used to identify and reached the intended beneficiaries, were appropriate and achieved met the programme targeting criteria.

2.2 How will the evaluation be used?

The results of the evaluation will be used for continuous learning and improvement for the Country, Regional and Global NRC offices. Learning will allow us to focus on mitigating protection risks associated with delivery of cash and reduce the probabilities of corruption risks that may affect the credibility and humanitarian access of NRC to communities affected by the crisis. In addition, the learning review will support improvement of SoPs and technical guidance documents in the implementation of cash-based interventions.

2.3 Who will it be used by?

The findings of this evaluation will be used by both the programmes and support units. For the programme, this will mainly support the Cash and market unit to update its SOPs, harmonize the process across AOs, and ensure provision of sound technical inputs into the CCs programmes during all the PCM phases.

Scope and lines of inquiry

Scope:

The evaluation will review relevant Emergency Cash, Group Cash Transfer, Cash for Shelter and Cash for food and WaSH projects, implemented in Sudan between 2021 and 2024. The geographic focus of the evaluation will focus on all the states implementing the cash and markets programme, namely: hite Nile, Gedarif, South Kordofan, West Darfur states funded by ECHO, GFFO, SDC, NMFA, SIDA, UNHCR. The evaluation will take place from July to November 2024.

Lines of inquiry

1. Effectiveness:

- 1.1 How effective were the multi-purpose cash transfers delivered to affected population during periods of restricted access, such as the blockade and cash liquidity limitation, in terms of time, cost, and resource utilization?
- 1.2 How effectively were digital methods, such as e-cash, utilized in the distribution of cash assistance?
- 1.3 How effective were the selection approaches used and informed.

2. Impact:

- 2.1 To what extent did the different cash modalities implemented meet the immediate basic needs and support the recovery of local markets, as intended by NRC Sudan?
- 2.2 Were there any unexpected positive or negative outcomes resulting from the cash interventions?

3. Sustainability:

- 3.1 What measures did NRC Sudan implement to ensure the sustainability of the benefits achieved through cash interventions, including group cash transfers to frontline responders, and how successful were these measures in strengthening local humanitarian systems?
- 3.2 To what extent NRC cash programmes have enabled the participation of the people and communities we work with in support of effective, safe, and quality programming throughout the project cycle?

Methodology

The evaluation methodology will be developed by the Consultant and presented in the inception report, including a detailed evaluation matrix. The evaluation should be based on combined quantitative and qualitative research methods. All key evaluation questions should be addressed. The data collection strategy should include the use of appropriate tools to gain a deeper understanding of the outcomes of the project, including:

1. Planning Phase:

Set up of the CASH and Market External Evaluation committee, select evaluator, agree on a timeline and consolidate all documentation related to Cash programming.

2. Desk review:

- Review of background documents, such as the project proposal, log frame, budgets, needs assessment, market assessment, for all NRC Sudan cash and markets component (2020 to 2024).

Various MEL data, monitoring reports, including outcome monitoring reports, progress reports and donor reports.

3. Briefings by NRC Key Staff:

- Key informant interviews should be representative of the NRC programme staff and external stakeholders involved with the project. A minimum of 25 KIIs are expected. The consultant may be briefed by the following CO staff on these topics:

HoP and Area Programme Managers – the context; what programming takes place in the CO; how the project under review links to other programming and sectors; how the results of the evaluation will be used

Cash and Market Team Key Staff: Cash and Markets implementation in Sudan with focus on: market assessments, group cash transfer and overview on Sudan banking system.

- Emergency Team Key Staff: Cash in emergency implementation in Sudan.
- MEL Team Key Staff: What worked and what did not in terms of monitoring and evaluation?
- LFS and Shelter Teams Key Staff: What worked and what did not?

Support Team Key Staff (Finance and Logistics): Procedure overview, Success and Challenges.

4. Inception Phase:

- The consultant is provided with NRC guidelines for evaluators.

The consultant to develop data collection tools, schedule and sampling in collaboration with programme.

An inception report should be produced by the consultant, using NRC's template and reviewed by the steering committee.

- Feedback is given to the consultant.

5. Data Collection:

Participatory methods deemed appropriate by the research team. This may include qualitative data collection methods with project beneficiaries. Qualitative and quantitative data collection methods should be statistically relevant for the specified districts in relevant states. The evaluation team is expected to consult with a minimum of 350 project participants.

- Interviews with other humanitarian actors including representatives from the Sudan government/authorities, bank representatives and community leaders. A minimum of 12 interviews from other humanitarian stakeholders should be conducted as part of the evaluation exercise.

6. Validation Workshop:

- A validation workshop with the core programme teams and management staff.

7. Report development:

- The consultant is accountable for the preparation of the evaluation report as well as the presentation of the most significant results

Evaluation follow up and learning

- The findings will be used to inform the country strategy revision, prioritisation of cash interventions pathways and next phase of funding for NRC Sudan.
- A management response plan will be developed within two months of the evaluation report being finalised. This will be followed up and tracked by the Head of Programmes and Programme senior management.
- Evaluation presentation highlighting key findings and recommendations will be shared and discussed with programme senior management and support staff.
- NRC Sudan Learning Tracker will be updated to track the implementation of corrective measure indicated in the management response plan.
- Evaluation post card will be developed to highlight key recommendations and will be shared with other humanitarian actors (including cluster leads) implementing similar programmes in Sudan.

Management of the evaluation

The person responsible for ensuring that this evaluation/ review takes place is X. An evaluation manager has been appointed to internally coordinate the process and will be the evaluation team's main focal point.

An evaluation Steering Committee (SC) will be established by NRC, with the following members:

- Steering Committee chair
- Evaluation manager
- Steering committee members

The Steering Committee will oversee administration and overall coordination, including monitoring progress. The main functions of the Steering committee will be:

- Establish the Terms of Reference of the evaluation.
- Select evaluator(s).
- Review and comment on the inception report and approve the proposed evaluation strategy.
- Review and comment on the draft evaluation report.
- Establish a dissemination and utilization strategy.

Deliverables and reporting deadlines

The consultant will deliver, based on an agreed-upon work plan:

1. Data collection instruments for review and approval by NRC and local authorities before commencing fieldwork in Sudan.
2. An evaluation inception report (using NRC's standard template), with a proposed methodology for the evaluation and a detailed work plan.
3. Presentation of preliminary evaluation findings and validation workshop with the programme team, Country Management Group, and implementation teams.

4. Presentation of findings for external audiences. Invite donors, Sudanese authorities, etc.
6. One case study highlighting NRC's Sudan successful approaches in cash and market. (5 pages max)
7. A draft evaluation report (using NRC's standard template).
8. A final evaluation report of a maximum of 45 pages (excluding Annexes) in English including executive summary, key recommendations and supporting analysis.
9. Post card of main key findings and recommendations (one page).

Timeframe

The evaluation will be conducted between Sep - December 2024 with an initial briefing and document preparation. The consultant will be required to conduct a review of the provided documents and submit an inception report. Following approval of the inception report, primary data collection will be conducted in the selected Area Offices in Sudan and with key staff/stakeholders in Sudan. Key dates for the evaluation will be as follows:

1. Desk review and interviews with NRC's staff to start on 15th of September.
2. Submission of draft inception report: first week of October 2024.
3. Primary data collection in Sudan: 1st – 30th of October 2024.
4. Presentation of preliminary findings and validation workshop with programme team, country management group, and programme implementation focal points: 1st week of November 2024.
5. Submission of draft evaluation Report: 3rd week of November 2024
6. Submission of One case study highlighting NRC's Sudan successful approaches in cash and market: 1st week of December
7. Submission of final evaluation Report: 2nd week of December 2024 (with minimum two rounds of reviews).
8. Submission of post card and presentation for external audience: 3rd week of December.
9. Finalization of the deliverables and signing off on them: last week of December.

Evaluation consultant team

NRC seeks expressions of interest from people with the following skills/qualifications

Strong English written and verbal communication skills for producing clear, concise reports and presentations. (Arabic language is an added value)

- Working in/for East Africa / Sudan context will be an added advantage.

Organisation/ management – strategies,

- Proficiency in qualitative and quantitative research methods.
- Experience in designing, implementing, and evaluating cash-based interventions.
- Knowledge of different types of cash transfer modalities (e.g., unconditional cash transfers, conditional cash transfers, vouchers, and cash-for-shelter).
- Senior humanitarian professional – minimum 10 years' experience

Conducting organizational reviews or evaluations

- Knowledge of relevant policies, guidelines, and best practices in cash and market programming

Application process and requirements

Application Deadline: 7th Sep 2024

Interview dates:

Bids must include the following:

- Proposal including outline of evaluation framework and methods, including comments on the TOR, proposed time frame, and work plan (bids over 3 pages will be automatically excluded).
- Proposed evaluation budget
- CVs

Submit completed bids to **7th Sep 2024**

NRC is looking for a consultant (or a team of consultants) to – **Cash and Markets Evaluation**
Deadline for application is Sep 7th, 2024 @ 16:00 (GMT +2)

The consultant is/are envisaged to be contracted for four months.

1 COST BURDENS

- The consultant is responsible for their own ICT equipment and software, and personal insurance.
- The consultant will take on any international and local tax obligations within the contract value, including a 10% Tax payable by the consultant as per Sudanese government regulations which will be paid by NRC Sudan.
- The consultant is expected to break down their budgeted/financial proposal
- The payment profile for the consultancy will be 30% on contract signing and 70% upon delivery and acceptance of the final report.

2 Expected timeline.

The consultancy is expected to start in September to December 2024

How to apply

To apply, please provide

- CV, Cover Letter
- Tax registration documents
- Financial Proposal (excluding travels), including estimated numbers of days/ week to allocate to the consultancy
- Expected availability

HOW TO APPLY: PROPOSAL (EMAIL)

The applicant(s) is/are expected to comply with the below requirements and submit the following:

- Submission of the proposal via email - (attach two files for each technical and financial proposal) - asmaa.mohammed@nrc.no & sd.procurement@nrc.no

In both cases, please make sure to write on the subject of the email the reference of this Request for Proposal as follows:

RFP-KRT-970 – Consultancy service for Sudan INGO Forum Advocacy Coordinator

TECHNICAL SUBMISSION (MANDATORY)

- Detailed CV of the consultant/s.
- Cover letter detailing the consultant's qualifications and experience in undertaking similar assignments.
- Annex I of this document (Consultant's checklist) – filled, signed, and stamped.

Criteria	Benchmark	Criteria Weight (%)
Price	Lowest bid	20%
Delivery Lead Time	Benchmarked at Four Month	20%
Experience in East Africa/Sudan Context	Proven experience working in or for East Africa/Sudan	10%
Proficiency in Research Methods	Proficiency in qualitative and quantitative research methods	10%
Experience in Cash-Based Interventions	Experience in designing, implementing, and evaluating cash-based interventions	10%
Knowledge of Cash Transfer Modalities	Knowledge of different cash transfer modalities (e.g., unconditional cash transfers, conditional cash transfers, vouchers, and cash-for-shelter)	10%
Senior Humanitarian Professional Experience	Minimum 10 years of experience in the humanitarian field	10%
Conducting Organizational Reviews/Evaluations	Experience in conducting organizational reviews or evaluations	10%

LEGAL REQUIREMENT SUBMISSION (MANDATORY)

A consultant is a self-employed expert (sole trader), or an expert provided by a registered company/entity who is contracted by NRC for their specialized skills or knowledge, which they provide to NRC for a defined period of time to work on a specific project with a specific output. Therefore, they should provide:

- Proof of their consultancy registration/ Company profile
- ID/Passport of the consultant/s OR company director.
- Tax Identification Number (TIN) registration certificate (Tax registration)
- Value Added Tax (VAT) registration certificate (if VAT is to be charged depending on the country of origin of the consultant)
- All necessary license certificates in line with government regulations

FINANCIAL PROPOSAL SUBMISSION (MANDATORY)

BID PRICE FOR SERVICE CONTRACT

- The contract will be awarded to a single bidder, unless otherwise specified in the Bid Data Sheet, all duties, taxes and other levies payable by the supplier/NRC under the contract, shall be included in the total bid price submitted by the bidder.
- For those bidders who are VAT registered, VAT must be specified.
- The priced offer submitted by Bidders shall be checked for arithmetical errors and for what might be considered unreasonable rates during the evaluation. Where errors are identified one or more of the following steps may be taken
 - By default, the financial evaluation of the bid will be based on the unit rate of the line item,
 - If any rates are considered to be unrealistic or unreasonable, they may be altered by mutual agreement, provided that no alteration shall be made in the amount of the Bid.
 - If any arithmetical errors are detected in an otherwise acceptable bid, then the Bidder will be disqualified, the onus is on the Bidder to provide accurate information.
- The Bidder is reminded that it is entirely his responsibility to ensure the accuracy of their bid. No alteration will be made to the bid after its submission on the grounds of any arithmetical errors subsequently discovered except as provided above.
- The consultant will take on any international and local tax obligations within the contract value, including a 10% Tax payable by the consultant as per Sudanese government regulations paid by NRC.

CURRENCIES OF BID AND PAYMENT

- All prices shall be quoted by the Bidder in **EURO** unless otherwise stated. Similarly, all payments will be made in the same currency.
- By default, payment will be made within 30 days of completion of delivery and submission of all necessary documentation (Final Report/deliverables). Failure to provide all necessary documents will result in delays.

BID VALIDITY

- Bids shall remain valid for a period of 90 calendar days after the date of the bid submission deadline as prescribed by Norwegian Refugee Council.
- In exceptional circumstances, prior to the expiration of the bid validity period, the Norwegian Refugee Council may request Bidders in writing to extend the period of validity of their bids. A Bidder must confirm in writing his acceptance of the extension.
- Any corrections/ amendments must be initialled and stamped by the bidder

**ANNEX I - APPLICATION CHECKLIST (FOR THE APPLICANT TO FILL AND SIGN/ STAMP)
TO BE INCLUDED IN THEIR PROPOSAL**

Description – ANNEX I	To be filled by bidder Included? (yes/no)	To be filled by NRC	
		Present & complete?	Comments
ENVELOP – TECHNICAL			
CV of the applicants			
Cover letter detailing the consultant’s qualifications and experience in undertaking similar assignments;			
Copies of Consultant ID or Company director and address for screening purposes			
Proof of consultancy registration/ Company profile			
Tax Identification Number (TIN) registration certificate (Tax registration)			
Value Added Tax (VAT) registration certificate (if VAT is to be charged in the country of origin of the consultant)			
All necessary license certificates in line with government regulations			
Envelop 2 – Financial			
Section 6 – Pricing proposal - signed/ stamped			

To: Norwegian Refugee Council

Sir / Madam,

We offer to deliver the service in accordance with all requirements of the current Request for Proposal, Conditions of Contract and any other Binding requirements accompanying this Bid. We, the undersigned, verify that we are in compliance with all applicable laws and regulations, and meet the ethical standards as listed above or positively agree to these ethical standards and are willing to implement necessary changes in the organization.

This Bid signed by our authentic representative and your written award of it shall constitute the formation of a binding contract between us.

Registered company name:	
Any other trading names:	



Any associated companies (cross holding/ joint ownership/ shareholding/ etc.)	
Name of Signatory:	Date of Signing:
Title of Signatory:	Name of Bidder:
Signature & stamp:	Tel N°:
	Email:
	Address:
Bank name (to be used for this contract)	
Account number	