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

**(UWEP), Sudan**

**Terms of Reference for Final Project Evaluation**

1. **Purpose of the document**

The purpose of this document is to present the scope of work (SOW) with the intent of soliciting expertise for conducting the final evaluation of the project.

The evaluation will assess the project’s performance, impact, and sustainability, measuring progress against key objectives and indicators. It will also identify lessons learned and provide actionable recommendations to enhance future implementation and inform future programming. A team of evaluators or consulting firm(s) are invited to submit an expression of interest to carry out the final project evaluation as per the scope of work stipulated below.

1. **Summary**

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| Project Title | Urban Women’s Empowerment Project |
| Implementing Agency | Adventist Development and Relief Agency (ADRA) |
| Financing Partner | Bröt für die Welt (Bread for the World) |
| Period of Performance | May 2023 – April 2025 |
| Active Geographic Region | Damazine and Kurmuk (Blue Nile Region) |
| Timeframe of evaluation | April to May |
| Language of report | English |
| In-country contact person | Program Director (ADRA Sudan) |
| Project Objective | Target women and female-headed households are socio-economically empowered. |

**2.1 Background of the Context**

About 15.8 million people, one-third of the population in Sudan, will need humanitarian assistance in 2023, as per the Humanitarian Needs Overview, which is a 1.5 million increase (21%) compared to 2022 and is the highest since 2011. Of the 15.8 million people in need, about 11 million need emergency assistance for life-threatening needs related to critical physical and mental well-being[[1]](#footnote-1). The situation in Sudan has significantly worsened since the fighting between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF) started on April 15, 2023. After nearly six months of war between the SAF and RSF, an estimated 5.6 million people have been displaced within and outside Sudan, with up to 9,000 people reportedly killed and 25 million people in need of aid. Sudan has become the largest internal displacement crisis in the world, with over 7.1 million people displaced within the country. Before the outbreak of war, Sudan was already a complex, chronic emergency with ethnic violence, high levels of displacement, and chronic poverty, with a lack of access to healthcare, clean water, nutritious foods, appropriate shelter, and education. Additionally, global warming is exacerbating environmental issues. Along with the bureaucratic and access impediments (BAI), these issues add to the complexity of the response.

The humanitarian situation in the Blue Nile Region (BNR) remains dire, nearly a decade since the outbreak of violence in that region of Sudan. BNS has suffered from civil wars and recent flare-ups between the two factions within the SPLA. Lack of life-saving necessities and a combination of essential protection services have risked lives and left people with little to no dignity. Within BNS, more than 64 per cent of the population remains in need of humanitarian assistance, including over 30,000 internally displaced persons (IDPs).[[2]](#footnote-2) A UNHCR report revealed that across both the refugee/returnee population and the host communities, host communities' residents in BNR were found to experience the greatest health vulnerability. According to OCHA's MSNA 2021, more than 60 per cent of households in BNS reported health as among the top three priority needs. Access to education and primary health centers is also limited.

**2.2 Introduction of the Project**

The Urban Women Empowerment Project (UWEP), implemented by ADRA in collaboration with the Blue Nile River Ministry of Education and the Adult Education Department, focuses on improving household resilience to economic shocks in the Blue Nile Region.

The project utilized the REFLECT methodology to provide illiterate women with literacy and numeracy skills, participating in the literacy exams administered by the Adult Education Department. In addition to educational support, the project offered vocational training based on a market assessment, which included soap making, bakery, and permaculture. These skills helped participants enhance their income and establish small-scale businesses.

The project also fostered strong community engagement, with women actively participating in discussions on local issues such as education and livelihoods. This sense of ownership and social cohesion among the participants was a key achievement.

The project's overall goal was to increase households' resilience to economic shocks, improving both their economic and social well-being.

**2. Objectives and Purpose of the Evaluation**

The objective of the task is to evaluate the project in terms of its efficiency, effectiveness, impact, relevance, coherence, and sustainability trends. 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 lessons learnt and formulate evidence-based recommendations that can be applied within the remaining project period and beyond. Similarly, 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 used 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 endeavour of the implementing partner and local government.

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

* **Relevance:**

Assess the extent to 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 most efficiently compared to alternative approaches to achieve the same outputs?
* **Effectiveness:**

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

* To what extent were the project objectives and indicators 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 the 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 and/or security 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 the 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 the Sustainability of the project?
* What does local ownership look like when thinking about project sustainability?
* **Organizational effectiveness and efficiency**
* How far are human resources, quality of work and internal environment, including governance, adequate with the 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 organisational information or documents and interview the relevant stakeholders (Management, staff). This information/document 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 a 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 selection and the sample size indicating the formula used.

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| **5.3 Key Indicators to be CollectedObjectives** | **Indicators** |
| Objective 1 | Indicator 1.1 |
| Target women and female- heads households are socio-economically empowered. | Out of the 640 women who attended the REFLECT literacy classes, 85 % passed the external test the Locality Adult Education Department prepared. |
| Indicator 1.2 |
| At least 24 issues of at least 30 issues identified by REFLECT literacy groups, which require solutions by the community (e.g., water supply, girls' education, rehabilitation of community centers), are successfully addressed/handled by community leaders. |
| Indicator 1.3 |
| 50% of 760 female-headed households participated in vocational training, home gardening, and poultry production activities, increasing the average annual household income by X% (Baseline data will be gathered within the first six months of the project). |

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| **Number of beneficiaries Locality** | **Village/ Community** | **Poultry** | **Literacy** | | **Permagardening** | **Community Savings Groups** | |
| **Circles** | **Individuals** | **Groups** | **Individuals** |
| **Damazine** | Abuhashim | 50 | 4 | 35 | 124 | 8 | 186 |
| Aburamad | 50 | 4 | 33 | 128 | 8 | 148 |
| Abandajeed | 50 | 4 | 34 | 133 | 8 | 163 |
| Goni | 50 | 3 | 34 | 103 | 6 | 119 |
| **Kurmuk** | Karan Karan | 0 | 2 | 24 | 63 | 0 | 0 |
| Abego | 0 | 3 | 23 | 92 | 1 | 45 |
| Gambarda | 0 | 4 | 22 | 127 | 0 | 0 |
| Deglock | 0 | 3 | 25 | 100 | 0 | 0 |
| Dokan | 0 | 3 | 23 | 100 | 0 | 0 |

**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, especially 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 speciality 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 skills.
* 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 the 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 and commenting on preliminary findings and recommendations (draft reports).
* Approving the final report; and,
* Establishing a dissemination and utilization strategy.
* The ADRA office shall also be responsible 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 for the following:

* The evaluator will be responsible for the dissemination of all methodological tools, such as surveys
* Prepare detailed checklists and questionnaires for the evaluation work and coordinate the evaluation, and it should be via an electronic platform (Kobo toolbox is preferred).
* Conduct Enumerators training for the data collection
* Conduct field visits, discussions, and interviews.
* Collect field data.
* Conduct field assessment 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 a discussion on the findings and recommendations at the local level
* Submission of the draft evaluation report for subsequent comments/feedback.
* 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 envelopes.

**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 of 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/finalised data collection tools.
* Final evaluation report written in English (maximum of 40 pages plus annexes).
* An electronic Dataset (raw data, cleaned, 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 emphasize transparent and open communication with key stakeholders.

ADRA considers it unethical for any member of the Consultancy to use information gathered from Endline for anything other than the program under review. Should viable reasons present themselves 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 controversial 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 organisational 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:** about the questions pointed out in the ToR and also the projects’ specific intervention components.
6. **Conclusions:** a 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 the 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](mailto:consultancy@adrasudan.org) and put [Programs@adrasudan.org](mailto:Programs@adrasudan.org) no later than May 8th,2025. The application of interested candidates should include a financial proposal with a breakdown into costs such as consultancy fees 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 highlights the qualification of the bidder(s), a tentative work plan, and a technical and detailed financial budget breakdown of the consultancy fee.

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

Successful proposals must contain the following:

* CVs of the consultant
* Proofs of experience
* Explanation and justification of the evaluation methodology
* Description of 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 fees and ancillary costs such as transport, accommodation, and other fees.

1. Humanitarian Needs Overview Nov 2022, <https://reliefweb.int/report/sudan/sudan-humanitarian-needs-overview-2023-november-2022> [↑](#footnote-ref-1)
2. EIHAN Baseline Report, ADRA Sudan Sept 2020. [↑](#footnote-ref-2)