



TERMS OF REFERENCE FOR THE EVALUATION OF PLAN INTERNATIONAL SOUTH SUDAN COUNTRY STRATEGY FY2021-23

1. About Plan International

Plan International world wide strives to advance children’s rights and equality for girls all over the world. As an independent development and humanitarian organization, we work alongside children, young people, our supporters and partners to tackle the root causes of the challenges facing girls and all vulnerable children. We support children’s rights from birth until they reach adulthood and enable children to prepare for and respond to crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. For over 80 years, we have been building powerful partnerships for children, and we are active in over 75 countries. Plan International is an independent development and humanitarian organization that advances children’s rights and equality for girls. We strive for a just world, working with children, young people, our supporters and partners. Plan International has been operating in South Sudan since 2006 as a field office of Khartoum office. The CO was fully fledged in 2011 when South Sudan gained independence. Plan International works in 5 States: Jonglei-GPAA office in Pibor, Lakes with office in Rumbek, Upper Nile with office in Malakal, Central Equatoria State with Office in Yei, Eastern Equatoria with office in Torit and Nimule and with the CO in Juba. We strive for a just world that advances children rights and equality for girls in South Sudan: The objective of the country strategy is to ensure that South Sudanese girls, boys, and young people gain resilience, agency, and the ability to realize their rights safely and with dignity through.

- Empower children, young people and communities to make vital changes that tackle the root causes of discrimination gender inequality, discrimination against girls, exclusion and community vulnerability.
- Drive change in practice and policy at local, national and global levels through our reach, experience and knowledge of the realities children face.
- Work with children and communities to prepare for and respond to crises and overcome adversity.
- Support the safe and successful progression of children from birth to young adulthood.

Our key thematic areas of focus are:

1. Inclusive, safe and quality education

2. Skills & Opportunities for Youth Employment and Entrepreneurship
3. Sexual reproductive health and rights;
4. Protection from all forms of GBV and discrimination against girls;
5. Disaster Risk Management to cover Food Assistance, Livelihood, Nutrition and WASH

Further information on the organization will be made available on request or can be accessed via our website: <https://plan-international.org/>

2. Background

Plan International South Sudan has been operating in the country since 2006 and has carved out a niche for itself as a lead child protection and gender transformative organization delivering high quality gender transformative humanitarian assistance in South Sudan. Plan International delivers community based and gender transformative interventions focusing on rights of children and equality for girls. The programmes delivered by Plan International targets women and children especially girls from most vulnerable and marginalized communities in 6 states in South Sudan covering a total of 17 Counties

Until 2020 after the suspension of the country strategy in 2015, Plan international South Sudan (PISSD) had been using annual contingency plans developed to respond to the protracted conflict and humanitarian situation in South Sudan. During the said period of implementation, PISSD recorded remarkable achievements in delivering programmes and transforming the country office towards greater operational efficiency, diversified programming and funding portfolio to reduce over-reliance on WFP, decentralization of core structures and functions to field offices, strengthening safeguarding and strengthening partnerships for influencing and implementation of programmes. The transformation and programmes have distinguished Plan International as a thought leader and the to-go-to organization on issues pertaining to child protection at the community level, gender transformative programming and girls' agency through girl advocacy. The current country strategy outlines the Plan International South Sudan's Country Strategy (CS) for the period July 2021 (FY22) to June 2024 (FY24), with ambitions to ensure that South Sudanese girls, boys, and young people gain resilience, agency, and the ability to realize their rights safely and with dignity.

The Country Strategy (CS) was developed based on lessons and experience from the past implementation and operations in South Sudan and a detailed country situation analysis conducted in 2020 to understand the country context and the situation of children in South Sudan. The CS came a at a time when the long years of violence, famine, abuse and protracted humanitarian situation placed adolescent girls and women disproportionately

disadvantaged in all spheres of development impeding the realization of their rights and full potential.

The situation has been worsened by continued political instability, economic deterioration, COVID-19, Red Alert declared by the Global Hub in June 2023 and now the Sudan Crisis.

The delay in the implementation of the revitalized peace agreement and formation of government of national unity has caused major social and economic instability which further affects the already well-known social and economic complexities that put girls, young women, and the youth at a disadvantage to access their rights with dignity and safety. The choices for the interventions in the country strategy has been based on a robust analysis of these social political and economic shocks coupled with rooted cultural norms that perpetual gender inequality and discrimination against girls. The strategy is centered around a triple nexus approach focusing on strengthening resilience, embracing the development lens while working with communities on peace building to bring in comprehensive and sustainable change to the lives of women, children and their communities.

The strategy aims at ensuring that “South Sudanese girls, boys, and young people gain resilience, agency, and the ability to realize their rights safely and with dignity.” The strategy is based on four strategic objectives:

- a) Promote economic opportunities and the empowerment of teenage girls relevant both inside their displaced environment and returning to South Sudan through FSL, Nutrition and WASH
- b) Improve Access to inclusive, safe and quality education including Early childhood development
- c) To build resilience of young people to have decent work of their choice through economic empowerment, TVET and entrepreneurship.
- d) To enable young people to take decisions about their body, sexuality and reproductive health through Strengthen access and utilization of SRHR services and information.
- e) To support provision of safe environment so that children especially girls grow up protected from violence, abuse and discrimination.

3. EVALUATION FOCUS

The CS evaluation will focus on the collection of data/information for a set of indicators outlined in the Country Strategy Monitoring and evaluation framework. The CS evaluation will form the basis for the subsequent evaluation of the strategy. Other than the demonstrating the performance of the CS, key learnings will be used to inform the development of the new CSP which comes into effect in FY25. In addition, the evaluation will be used to demonstrate the

impact of our work with the communities. The survey shall be undertaken in selected areas where we work in such as Lakes, GPAA, Upper Nile, Eastern Equatoria and Central Equatoria. The CS set a target to reach 1.3 million women, young people and children over the course of its life span with a focus to empower girls in South Sudan to Learn, Lead, Decide and Thrive by 2024.

NB: Numbers exclusive of adult male and female

Table showing specific Counties that Plan operates and the population

State	County	Boys	Girls	Male -Youth	Female-Youth	Totals	Adults (M)	Adults (F)	Totals
	Counties								
Jongolei	Pibor	35733	32194	8244	8163	84334	31441	32167	63608
Lakes	Rumbek centre	32245	28854	9361	8026	78486	40408	33656	74064
	Rumbek East	28437	24682	7762	6505	67386	29506	25920	55426
	Rumbek North	9590	7327	2911	2352	22180	12617	9336	21953
	Cuiebet	28730	26333	5613	5540	66216	25865	25714	51579
	Yirol East	16690	15580	2940	2867	38077	14847	14978	29825
	Yirol West	24365	21607	4939	4317	55228	24531	23453	47984
	Awerial	11081	10509	2198	2188	25976	10020	11045	21065
	Wulu	10420	8279	2042	1952	22693	8985	8872	17857
Central	Yei	45668	41721	12787	11543	111718	46710	43014	89724
	Lainya	20582	17671	5463	5182	48898	22479	19038	41517
	Morobo	24628	23327	6249	5903	60107	22085	21397	43482
	Kajo-Keji	47742	45668	12669	12022	118101	37988	40198	78186
Western	Mundri East	6535	5990	1655	1693	15873	6084	6794	12878
	Mundri west	2389	2283	564	603	5839	2856	2840	5696
Eastern	Torit	22866	20411	6170	6126	55573	21605	22559	44164
	Magwi	39616	35030	12185	10111	96942	38077	34807	72884
	Kapoeta South	16121	14247	3803	3127	37298	12542	12110	24652
	Kapoeta North	23805	20256	7401	6356	57818	22063	23103	45166
Upper Nile	Malakal	27651	26609	7060	6430	67750	31996	26737	58733

Source: South Sudan National Population and Housing Census, 2020

3.2 Purpose of the Evaluation

Plan international South Sudan intends to conduct an evaluation of its Country Strategic Plan FY2021-24. The purpose of this evaluation is enable us determine the impact of our work and derive learnings to inform the new CS which comes into effect in July 2024. The results will also enable us adjust our approaches to carrying out interventions to achieve targets, understanding the progress made to date, challenges facing the implementation of

the CSP, lessons learnt so far, review the context, theory of change, the results realized (outcomes and impact) of our work and promote joint review and learning. Learning from the CS evaluation will sharpen our approaches and implementation process or programme learning, accountability and make our impact vivid.

Specific objectives shall include:

1. Assess the progress and performance on strategic objectives and impact on the lives of children, adolescents, youths, especially girls in safety, during and after disasters in relation to the CS objectives.
2. Assess the impact of the Country Program's work on children's rights and how women and girls' lives have changed.
3. Document major learnings from the Country Program's work that will be used in improving program quality, refining focus in the remaining period of the strategy, and developing a new country strategy that is aligned with the current Plan International Global strategy.
4. Make recommendations on the review of existing strategy and direction of the new Country Strategy in alignment with the new Plan International global strategy and to make it respond to the new and changing realities of the South Sudanese girls and young women.

Evaluation question

The evaluation will respond to the broader key evaluation questions of effectiveness, impact, relevance, efficiency, sustainability, coordination and coherence. Therefore, the review will be responding to the following questions:

Effectiveness- Are the projects being effective in achieving the intended objectives and outcomes? In its current configuration, is the Country Program coherent and able to build on its incremental successes? What can we learn to advance the gender transformative and right-based approaches? To what extent have we advanced alternatives / developed innovative frameworks and approaches? What have been key changes to the external context that have impacted our ability to achieve our objectives?

Impact - What (positive and negative) changes (knowledge, attitudes, behaviors/practices) are the programs of work having on our priority groups directly and indirectly at various levels? What has happened as a result of the program or projects? What real difference has the interventions made to the beneficiaries?

Relevance - How relevant are the projects to the priorities and needs of the target groups, partner organizations and other stakeholders? Are the local partners relevant for the key changes that Plan International South Sudan Country Program is seeking in its CS? Analysis of the influence and reach of its current partnership portfolio. Recognizing that Plan International South Sudan is only one of many INGOs operating in South Sudan, in which areas of work is Plan International South Sudan able to add value? What are Plan International South Sudan niche areas and are they still priority areas of concern in the country?

Influencing Capacity – How has Plan International been able to translate program actions into influencing actions and use the same to drive changes in public space? How much impact has the organisation had on the polity and decision-making spaces in the locations where it works and at the national level? What capacity does the organisation have for

influencing in the private sector and other non-state domains? How much convening power does the organisation have among peer organisations and the larger civil society? What gaps exist that need to be addressed for it to improve on its capacity to influence changes that will contribute to the achievement of its commitments?

Efficiency - Is the country program being efficiently delivered (duplications and value for money issues, etc.) in achieving the intended outcomes and objectives?

Sustainability - Will the benefits of the program be sustained in the longer term, and if so, how? Is Plan International South Sudan diversifying its funding portfolios? Is there continuity in trajectories of Program Development to address increasing competition for restricted income from institutional donors? Is the size and shape of our operations in the country sustainable in the context of funding trends?

Coordination and Coherence – Is there internal coherence across our program streams? Are the different components of our work building on each other and complementing to achieve a bigger impact? Externally, how have the programs of work been integrated with the activities and priorities of other agencies and organizations at national and provincial levels? What are the working groups and committees of the local government, state and federal governments to which Plan International South Sudan has been formally invited?

Scaling Up and Innovation- Assess the level of innovation of Plan's program strategies and to what extent they were replicated, scaled up and institutionalized at different levels (communities/wards, Local government areas, State, and federal levels)

Recommendations- Make recommendations on changes that Plan needs to make (what Plan needs to do differently) for more effective programs, to inform development of the next Country Strategy

3.4 Child rights, gender and inclusion

Strict ethical procedures should be adhered to when dealing with human subjects. The following ethical considerations will be considered during the needs assessment:

- Prior to the survey, a safeguarding risk assessment will be conducted to determine the level of harm that will impact on the children and adolescents or exposing children to harm. In addition, data collectors and all persons who will be interacting with children will be trained on safeguarding and sign our policy.
- Ethical clearance from the Research Department at Global Hub will be got prior to data collection where a third party is engaged on this assignment.
- Informed consent will be collected for all consenting adults before both the interview and taking of pictures. For children, the guardian's consent will be collected. All data collection tools should contain a consent release section. Ensure that interviewees understand what they are consenting to.
- Confidentiality and safeguarding sensitive information that communities share with us will be ensured. This is particularly very important for child protection section. All teams collecting data need to be trained on this, especially enumerators.

- Commitment to follow up –an ethical approach to assessments also requires a commitment to respond to urgent situations. Assessment teams should be aware that where they see situations requiring urgent action to save lives, they should quickly relay the information to team leaders for either referrals or response. Examples of this can be coming across grave violations of child rights, severe malnutrition cases etc. A standard referral report from the CPRA will be used for this purpose.
- Sensitive questions will only be asked by well trained and experienced enumerators with gender considerations thus a female enumerator will interview female respondents or groups of respondents. In this case only team leaders will ask these questions and they will be included under Key Informant interview tools.
- Where external enumerators will be involved, they will sign commitment form to declare that they will not discuss, transmit or expose any data/information of respondent/community to any external person apart from Plan International
- The evaluations should seek to prioritise a focus on child rights, gender and inclusion and trying to understand the extent to which the project or programme applied gender and inclusion sensitive approaches and explicitly aimed for results that improve the rights of children and young people and gender equality

4. Users of the Evaluation

The key stakeholders that will use the evaluation report will include Plan staff both at CO and PU levels, Government Partners, Local and national NGOs, and Communities (women, men, boys, girls, CBOs, etc.). The findings of this report will be used to improve targeting for the remaining half of the CSP, understand the lessons learnt for the period under review, adjust strategies to fit delivery of intended results and determine CSP progress. The report will be shared as per the dissemination plan stakeholders for accountability through feedback meetings, distribution of hard copies, brief presentations in seminars and conferences, etc.

5. Methodology and Data Collection and Analysis

An appropriate mix of qualitative and quantitative methods will be used to gather and analyse data/information, in order to diversify the perspective of the evaluation and promote participation of different groups of stakeholders. Final detailed assessment methodology will be developed in consultation with Plan International South Sudan. The CS evaluation encompasses collection of primary and secondary data to inform the status of CS core programme areas framework and its indicators. The evaluation will be done retrospectively for to determine the impact of our work in cases where baseline figures cannot be got. Consultant team will be expected to review the TOR and come with a robust methodology, plan and tools that will be used to deliver the CS evaluation. The proposed design will be reviewed and refined at proposal stage but further firmed at the inception stage. All the proposed methods,

plans and tools will be approved by Plan international before utilization. Data triangulation is required to ensure the credibility and accuracy of data/ information gathered through various tools.

The methods proposed to undertake this evaluation must be of sound technical quality, scientifically consistent, rigorous and robust, be gender transformative and respond to the needs outlined in the terms of reference. The data collection tools including household surveys, FGD templates, Key informant guides, sustainability index, gender analysis tools and observation tools though not limited will be reviewed and approved by Plan International before deployment. The consultant and Plan International will harmonise understanding of the tools and their administration in the inception meeting before administration of the questionnaires by data collectors to be identified and trained by the consultant with support from Plan International. Plan International takes PHSEA very seriously and the consultant will need to outline in their proposal how ethical issues and safeguarding will be incorporated into the design, tools and data collection. Finally, the tools will be need to include dimensions of gender analysis and ensuring that data provide explains gender dynamics and represent views from a gender lens.

Key steps in the conduct of the country strategy evaluation

- a) Identification of consultants:** This is an internal process to complete the TOR and identify the most suitable qualified consultants to conduct the CS evaluation.
- b) Inception phase:** - Consultant team will have a kick off meeting together with PI Monitoring and Evaluation team and programme staff to understand the CS and to collect required documents such as country strategy, draft M&E framework and AOGD Indicator reference sheets. The consultant team shall submit an electronic copy of the draft inception report as stated in the agreement. Before preparing inception report, review all the relevant internal and external documents, the consultant team should engage with relevant staff to come to a consensus on the evaluation methodology including sampling, data collection, analysis and field visit plan. The draft inception report will include a detailed methodology including sampling framework along with tools to be used to gather data/information. The inception report should be approved by the PI before starting data collection.
- c) Data collection Phase:** The consultant will be expected to develop a data collection plan, identify data collectors in consultation with PI teams, train the data collectors on the tools and ethical issues including safeguarding, conduct validity and reliability test on the tools before data collection. The consultant will then be expected to establish and share with PI data quality assurance mechanisms, data cleaning and data entry.

- d) Finalizing the evaluation report;** this phase shall entail - Presentation: the preliminary results of the assessment will be shared for validation with the Plan International South Sudan evaluation coordination team after completion of data/information analysis by the consultant team. Venue and mode of presentation will be decided during the inception phase. - Draft evaluation report. This report will be shared after incorporating feedback which is received during the presentation, validation and other specific concerns and input that will be given by PI technical programme leads, M&E teams and other reviewers.
- e) **Final Evaluation report:** The final report may be prepared after a few iterations of the report if the quality standards are not met within the first round. The Final report format is included in this TOR. The final report should include the completed analytical framework of the assessment (Indicator matrix). The final report will be annexed with the completed M&E framework and annual targets. Review and revision process from the draft report stage to the final report should be within 30 working days. The soft copy of the completed database should be handed over to the M&E teams with the final report.
- f) **Reports:** The following outputs will be produced: a) Draft Soft copy of the inception report including survey tools and analytical framework; b) Both soft and hard copy of the final inception report including final translated survey tools, sampling, methodology and analytical framework; c) Electronic copy of draft report. d) PowerPoint with Preliminary Presentation of finding for validation e) Draft soft copy of the final report including data sets f) Both soft copy and hard copy (designed by internal communication teams) of the final study report including datasets;
- g) Popular Version:** In addition to the final report, PI South Sudan will expect the consultant to develop a popular version of the CS evaluation report that will be no more than 15 pages and which is written to target external stakeholders in a simple easy to read and child friendly language.

6. Ethical considerations and safe guarding

Plan International is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, and to act in accordance with Plan International's Child and Youth Safeguarding Policy, the ethical standards and research and evaluation standards. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the consultant(s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of youth and other vulnerable

groups. The consultant(s) shall also explain how confidentiality and anonymity of participants will be guaranteed. The consultant(s) will have to sign Plan International's Child and Safeguarding Policy before commencement of the assignment. The consultants will report on the status of the indicators:

7. Key deliverables

Deliverable	Format	Length	Due	Detail
Inception Report	word	15 pgs. Max	5 days after inception meeting	<ul style="list-style-type: none"> • an updated timeline; • a study matrix • detailed methodology, including draft sampling methodology and size; • draft data collection tools; • ethical considerations; • consent forms for primary data collection; • (draft) methods for data analysis; • brief justification of the methods and techniques used (including relevant underlying values and assumptions/ theories) with a justification of the selections made (e.g. of persons interviewed).
Draft Evaluation Report	Ms Word	Max 40 Pgs. (excluding annexes)	10 days after data collection	<ol style="list-style-type: none"> i. Cover page ii. Table of contents iii. Preliminaries (Abbreviations, acknowledgements) iv. Table of contents v. List of Tables vi. List of Figures vii. Executive summary viii. Introduction ix. Objectives of the evaluation x. Main evaluation questions and sub-questions xi. Limitations of the evaluation xii. Methodologies used and justifications xiii. Key evaluation Findings in line with the objectives of the study

				<ul style="list-style-type: none"> xiv. Conclusion and recommendations xv. References (Full bibliography in APA format) xvi. Annexes <ul style="list-style-type: none"> - Study tools - Cleaned data sets - Consent forms
Final Evaluation Report (including Executive Summary)	MS word and PDF	Max 40 Pgs. (excluding annexes)	5 days after receiving final comments from reviewers	<ul style="list-style-type: none"> i. All sections as in draft report (well written robust analysis with clear themes on the implementation practice in a simple, comprehensive and easy to understand format. ii. PowerPoint sides of the report
Final Data Collection Tools				Annexed to the final report
Cleaned Data (including transcripts)	Spss/ Excel			Includes audios and pictures
Completed Consent Forms	Hard copies			Presented together with final payment invoice
Other Communication Products for Dissemination	PowerPoint			Presentation slides for the validation and dissemination
Popular Version		15 pages Max		Word version

8. Timeframe

The consultant is expected to submit a detailed execution plan with reasonable and realistic number of days which will not be more than **35** working days from the time the internally collected data is handed over to them.

9.0 Budget

The financial cost should be worked out in line with the proposed design of the evaluation approaches. This is a consultancy assignment with limited budget provision. The financial proposal should therefore at least include detail against the following.

	ITEM DESCRIPTION	UNIT COST	UNIT	VOLUME	TOTAL AMOUNT
1.	Professional fee				
2.	Data collection				
3.	Data processing and analysis				
4.	Report writing				
5.	Other cost such as VAT/Taxes, travel costs, insurance and visa costs. Expenses / per diem, translation costs (Kindly justify the cost line item).				

9.1 Payment Schedule

Milestone	Detail	Amount to be Paid (%)	Expected Timeframe
Inception report	An approved acceptable inception report	40%	5 days after inception meeting
Draft one evaluation report	An approved acceptable draft version	30%	Three weeks after data collection
Final Evaluation report	An approved final report	30%	One week after receiving final reviewer's comments

10.0 Qualification of the consultant

The required skills and competences for the consultant are:

- The lead consultant must have a minimum qualification of Master's or a PhD Degree in any of these areas (Sexual reproductive health and rights, international development, public health, youth entrepreneurship, Disaster Management and Child

protection with expertise in and experience in quantitative and qualitative research, evaluation and documentation.

- An integrated team of consultants in the thematic areas of Child Protection, Gender SOYEE, Nutrition, WASH, Disaster and resilience, youth employment and entrepreneurship and sexual reproductive health and rights
- Team members should have a minimum qualification of a Masters' degree in preferably in, Public health, cultural anthropology, development, Gender, Child protection, economics or related field and an extensive knowledge and understanding of socio-cultural issues around FGM/C and Child Marriage with extensive experience in South Sudan context.
- One of the team members must have over 6 years' experience in research, Monitoring and Evaluation and experience conducting of large scale evaluations
- Demonstrate evidence of undertaking similar work in South Sudan within the past 2 years
- Significant experience in monitoring and evaluation, including hands-on experience in designing and undertaking CS evaluation studies of humanitarian and development interventions.
- Proven analytical, problem-solving and mixed method skills from gender sensitive perspective
- Knowledge of Gender Transformative Approaches
- Excellent interpersonal communication skills, interviewing skills, writing skills, demonstrated ability to work cooperatively with clients, and ability to liaise tactfully as a member of a multicultural team with Proven ability to interact proactively with client

11. Contact

Please contact Plan International South Sudan Procurement department through email address SSProcurement.Committee@plan-international.org.

12.0 Applications: Consultants are asked to provide

Interested consultant(s) and/or agencies should provide the following information:

1. A letter of intent expressing the consultant's or firm's capabilities and qualifications
2. Consultant or agency profile outlining areas of expertise with samples of select works
3. Current list of recent and relevant clients
4. Evidence of meeting statutory documentation including PIN, tax clearance certificates, registration document, list of directors

5. Direct and relevant past experience of undertaking similar assignments in Africa and specifically in a context like South Sudan
6. Names and CVs of the professionals who will be the lead and associated with the assignment and how the assignment will be managed
7. Detailed technical proposal on the understanding of the TOR and the scope of the work, outlining the approach and plan to accomplish the assignment
8. A proposed timeline indicating activities/sub-activities to be undertaken and the corresponding outputs, including gender and safeguarding considerations
9. A financial proposal containing itemized all-inclusive budget. Plan International will not meet any other costs related to the assignment
10. Evidence of acceptance to payment schedule of proposed payment schedule in the TOR.

All applications received by the submission date will be reviewed by a selection committee based on predetermined objective criteria. Upon selection, the consultant/agency will be invited for a discussion and requested to submit a detailed inception report (described in this TOR) prior to start of the assignment.

Applicants should submit a technical and financial proposal as two separate attachments clearly marked “**Technical Proposal for the PI South Sudan Country Strategy evaluation**” and “**Financial Proposal for the PI South Sudan Country Strategy Evaluation**” and sent as **1(one)** email to the South Sudan Procurement email address SSProcurement.Committee@plan-international.org.

NB: The Technical and Financial proposals must be submitted separately but in one email only with **Country Strategy Evaluation** as the subject of the email.

Closing date for submission of complete applications not later than **xxxxxx**2023