



**South Sudan
Red Cross**

Date: 02nd .09, 2025

**Final Evaluation of the SSRC DRM Capacity
Strengthening Project Terms of Reference.**

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I. Background of the Organization

South Sudan in the recent years experienced severe climate related shocks of which many communities were displaced from their homes as a result of heavy rainfall and flooding. This displacement was exacerbated by conflict in certain areas in South Sudan- in 2021, the country recorded its worst flooding in history. According to the UN Office of Humanitarian Affairs, more than 835.000 people were impacted. Farmlands were flooded, livestock and agricultural fields destroyed. Hundreds of thousands of people have been displaced. Flooding and other climate related shocks continue to threaten many communities living in disaster prone areas. Vulnerability to floods and climate related hazards is further complicated by the deteriorating economic situation. This means that those who are most affected by a disaster or crisis are at the same time the very people who are least prepared. At the same time, local and state-level institutions often have limited capacity and resources to effectively plan for, respond to, or recover from such disasters. This gap in preparedness and response further increases communities' vulnerability and hampers sustainable recovery efforts.

South Sudan Red Cross (SSRC), in partnership with the German Red Cross seeks to engage an experienced national consultant (s) to conduct a comprehensive final evaluation of its multi-level DRM capacity-building initiative. The project was funded by the BMZ and GRC, and was implemented by SSRC from 01.01 2023, with a planned ending on 31.12.2025. This evaluation is planned to take place in November 2025.

The project aims at strengthening the institutional capacity of the South Sudan Red Cross (SSRC) for improved disaster risk management (DRM) and community-based resilience building. In particular, the interventions include risk reduction and preparedness initiatives to increase SSRC capacities to respond to disasters, conflicts and other emergencies while at the sometimes working with communities at risk of disasters to create sustainable community-based disaster risk management structures. As a result, targeted communities develop capacities to plan, prepare, respond to disasters and implement long term disaster mitigation and climate adaptation measures. Furthermore, the project supports the Ministry of Humanitarian Affairs and Disaster Management in the development of national DRM framework and operational tool to strengthen DRM capacities in the country. At the institutional level, the project worked with SSRC to strengthen its Disaster Risk Management capacities through tailored preparedness trainings, development and review of disaster preparedness and response guidelines, tools and procedures. Therefore, the project worked directly at local level and with communities to build up local capacity and ownership as well as link local-level structures up with DRM actors such as SSRC. By strengthening SSRC DRM capacities in line with national level frameworks and DRM policies/bills, SSRC will be able to fulfil not only its auxiliary role to the government but help in linking all levels – national, regional, local, and provide practical opportunities for vulnerable

communities to understand priority needs and support in building community resilience in collaboration with authorities and other actors.

The German Ministry of Economic Cooperation and Development (BMZ) funding to this project is through the "Social Structure Assistance" (Sozialstrukturförderung - SSF) which is a funding instrument created to build-up/strengthen and develop functioning civil-society structures. The objective of such projects is to strengthen civil society structures working for the benefit of vulnerable populations on key development issues, i.e. creating framework conditions within the civil society and within administrative and governmental departments relevant for the specific sector.

Social Structure Assistance projects are usually divided into three phases, each phase lasting up to 3 years. Socio-structural promotion projects are **methodologically based on three levels of development intervention (macro, meso and micro level)**, which are interwoven both conceptually and in practical implementation.

- **The macro level** is the (usually national) systemic or societal level at which the long-term impacts of the projects take effect (e. g. improvement of the political, legal, budgetary framework conditions in the funding area).
- **The meso level** is the level of organizations, institutions and networks that are to be strengthened in their capacities.
- In this context, **the micro level** is understood to mean the local unit or direct target group (community level); particularly on this level measures with a model character can be promoted. Activities on this "level" are to be understood as "piloting" activities to link it to newly acquired skills and knowledge (meso level).

In order to achieve these goals, appropriate institutions / facilities and structures are to be set up.

a. Overall Objective

The project contributes to reducing the impact of crises and disasters on vulnerable populations in South Sudan by strengthening local and national capacities in disaster risk management.

The expected outcome covered under the evaluation

The South Sudan Red Cross has improved its institutional capacity in disaster risk management and local communities are empowered through resilience-based approaches and piloting.

Macro-level outcome:

SSRC has strengthened its role as a national aid agency, supporting the South Sudanese government in its efforts of risk reduction, disaster preparedness and management, and community resilience building.

Meso-level outcome:

SSRC's capacity to respond to the needs and risks of local communities has been strengthened through newly acquired technical expertise in DRM.

Micro-level outcome:

People in the target communities have built their capacity in risk identification, mitigation and emergency preparedness and have increased their resilience.

2. Purpose of the Evaluation

The purpose of this evaluation is to generate evidence-based insights into the project's first Phase achievements and challenges across national, branch, and community levels. The evaluation will:

- Determine the extent to which the project enhanced SSRC's institutional and operational capacity for DRM.
- Evaluate improvements in community-level disaster preparedness and resilience.
- Assess the alignment of project interventions with South Sudan's legal, strategic and policy frameworks.
- Identify early signs of impact on vulnerability reduction and community resilience.
- Examine the sustainability of systems, structures, and capacities established under the project.
- Identify lessons learnt and best practices from the overall project cycle for continuous improvement and replication.
- Provide actionable recommendations to guide future DRM programming and partnerships in South Sudan.

3. Evaluation Objectives

- Assess the effectiveness of the project in strengthening SSRC's DRM capacity at national, branch, and community levels and improving community resilience
- Examine the extent of alignment of project interventions with national DRM priorities and SSRC's strategic goals
- Evaluate early outcomes related to reduced disaster vulnerability and strengthened preparedness.
- Review the sustainability of the mechanisms in place to sustain DRM structures and capacities post-project

4. Evaluation Questions

Evaluation Parameters	Questions
Effectiveness	<p>How effectively has the project contributed to improving disaster preparedness and resilience among targeted communities?</p> <p>To what extent has SSRC's DRM capacity improved in terms of skills, systems, and operational readiness?</p> <p>How effective were the training efforts for SSRC staff, volunteers, and government officials in building practical DRM knowledge?</p> <p>To what extent were the Standard Operating Procedures (SOPs) effective in enhancing emergency team performance at national and branch levels?</p> <p>How effective were community disaster risk assessments and response committees in identifying and addressing local hazards?</p> <p>To what extent did the project endure gender inclusion, participation of marginalized groups and local ownership at all levels?</p>
Relevance	<p>To what extent were the project's interventions aligned with national DRM priorities and institutional needs of SSRC across national, branch, and community levels?</p> <p>To what extent did the project address the specific needs and vulnerabilities of local communities?</p> <p>To what extent does the intervention's design reflect the rights of persons of all genders and include feedback from a diverse range of local stakeholders including marginalized groups?</p>
Sustainability	<p>What measures are in place to ensure the sustainability of the DRM structures, tools, and capacities established by the project?</p> <p>To what extent has SSRC institutionalized the DRM tools, approaches, and systems during the project?</p> <p>Are communities and SSRC branches equipped to maintain mitigation measures and disaster response mechanisms in the long term?</p> <p>What lessons can be drawn from this project for future DRM capacity building program in South Sudan</p>

Impact	<p>What early signs indicate improved resilience and reduced vulnerability among target communities?</p> <p>How has the project contributed to strengthened collaboration between SSRC and government stakeholders in DRM?</p> <p>What community-level risk reduction or mitigation measures were implemented, and what effects have they had?</p>
Efficiency	<p>Were resources (financial, human, logistical) used effectively to deliver results at all levels?</p> <p>Did the project deliver output on time and within budget across national, branch, and community levels?</p> <p>How well did coordination with government and DRM partners support efficient project implementation and avoidance of duplication?</p> <p>Did the project leverage existing systems, structures, or partnerships to reduce costs and improve delivery speed?</p> <p>To what extent did delays or administrative challenges affect implementation?</p>

5. Evaluation Scope

The evaluation will be conducted at national, branch, and community levels, covering selected sites where project activities have been implemented. This includes SSRC Headquarters in Juba, to assess institutional DRM capacity, coordination, training frameworks, and linkages with National and State government institutions. It also includes Branch Level Targeted SSRC branches engaged in projects such as Wau, Tonj, Kuajok, Raga, Aweil and Rumbek. At the community level, the evaluation will include community-based disaster response teams (CDRTs) established across Jur River and Tonj South Counties while at the government level the focus will be on the institutions responsible for Disaster Risk Management to assess the national disaster risk management frameworks.

a. Target Population:

Macro level: Government staff of line ministries such as Ministry of Humanitarian Affairs and Disaster Management, South Sudan Relief and Rehabilitation Commission at the state and county level.

Meso level: SSRC staff and volunteers at both HQ and targeted branches.

Micro level: Selected vulnerable communities within the branch jurisdictions, such as members of Community disaster response committees (CDRTS), community leaders, vulnerable households.

6. Content scope:

Macro-Level (Legal Framework & Government Capacity)

- Contribution to national DRM legal/policy frameworks.
- Effectiveness of government official training.
- Strengthening of SSRC–government collaboration. (MHADM, RRC)

Meso-Level (SSRC Institutional Strengthening)

- Improvements in SSRC’s DRM department (skills, systems, SOPs) targeting NDRTs, Volunteers, EATs, Staffs.
- Adequacy of emergency equipment and tools.
- Institutionalization of DRM tools and approaches.

Micro-Level (Community-Based Resilience Building)

- Community knowledge and skills in DRM.
- Effectiveness of risk assessments and disaster committees (CDRTs)
- Adequacy of emergency equipment and tools.
- Tangible mitigation measures and their outcomes.

Cross-Cutting Themes

- Gender inclusion and participation of marginalized groups.
- Local ownership and community engagement.
- Implement challenges and adaptive strategies.
- Lessons learned for future DRM programming.

7. Methodology

The consultant(s) will use a mixed-methods approach, including:

- Desk review of project documents and reports
- Key informant interviews (SSRC staff & volunteers, government officials, community leaders)
- Focus group discussions with community members and SSRC volunteers

- Field visits to selected branches and communities
- Surveys or participatory tools
- Gender-sensitive and inclusive data collection methods

8. Deliverables

1. Inception Report – including methodology, tools, and work plan in coordination with SSRC and GRC.
2. Draft Evaluation Report – with preliminary findings and recommendations
3. Validation Workshop – to present and refine findings with stakeholders
4. Final Evaluation Report – including:
 - Executive summary
 - Detailed findings per evaluation question
 - Conclusions and strategic recommendations
 - Annexes (tools, data summaries, interview guides)

9. Timeline

Estimated duration: 4 weeks

- Week 1: Inception, planning, desktop review and delivery of inception report
- Weeks 2-3: Fieldwork and data collection
- Week 4: Analysis and draft report, validation and finalization

Date	Task	Responsible person	Days/person
	Introductory meeting with evaluation team	SSRC, GRC and consultant(s)	1
	Analysis of relevant documents	Consultant (s)	3
	Delivery of inception report	Consultant (s)	2
	Kick-off meeting	SSRC and consultants	1
	Implementation of evaluation in-country	Consultant (s)	12
	Preliminary report delivery	Consultant (s)	2
	Workshop report validation	Consultant (s)	1
	Final report preparation	Consultant (s)	3
	Report reception and final discussion	SSRC, GRC and consultant(s)	1
	Total		26

10. Qualification of consultant(s)

- Advanced degree in disaster management, evaluation, or related field
- Minimum 5 years of experience in M&E or project evaluation
- Proven expertise in DRM, resilience, and institutional capacity building
- Familiarity with South Sudan's humanitarian and governance context
- Strong analytical, facilitation, and report-writing skills

Evidence of fulfillment of the above-mentioned aspects is assessed based on the documents submitted with the application dossier, notably the letter of motivation and team member(s)' CVs.

11. Consultant(s) Role and Responsibilities

The consultant will be responsible for the following core tasks:

- Review all relevant project documents, including logframe, reports, training manuals, SOPs, and partner agreements.
- Coordinate with the Evaluation team to develop an inception report outlining methodology, tools, ethical considerations, and work plan.
- Design appropriate evaluation tools aligned with the macro, meso, and micro-level evaluation questions.
- Coordinate with SSRC Planning Monitoring Evaluation, and Reporting Unit to schedule field visits to national, branch, and community sites.
- Coordinate with SSRC Planning Monitoring Evaluation, and Reporting Unit to assign enumerators (Volunteers) to support community level survey/data collection.
- Conduct key informant interviews, focus group discussions, and/or surveys with SSRC staff, government officials, local leaders, and community members.
- Ensure gender-sensitive and inclusive approaches to sampling and engagement.
- Adhere to all ethical standards, including informed consent.
- Analyze both qualitative and quantitative data using appropriate software.
- Triangulate findings across different stakeholder levels and data sources.
- Respond directly to the evaluation questions with evidence-based conclusions.
- Prepare a draft evaluation report including methodology, findings, conclusions, and strategic recommendations.
- Submit a final evaluation report, incorporating stakeholder feedback and meeting quality standards.
- Provide all raw data, tools, transcripts, and summaries as annexes.
- Share lessons learned and practical insights that can inform future DRM programming.
- Maintain regular contact with the SSRC M&E focal point and designated project manager.
- Ensure the evaluation is completed within the agreed timeline and budget.
- Obtain all relevant approvals related to the evaluation.

12. Ethical Consideration

The consultant(s) is expected to uphold the highest ethical standards throughout the evaluation process in accordance with the [IFRC Framework for Evaluations -2024](#). This includes:

- Consent must be obtained prior to interviews, focus groups, or surveys, with the option to withdraw at any time.
- The consultant must comply with applicable data protection laws and SSRC's internal policies.
- Consultant must adhere to red cross /crescent principles.
- The consultant must respect local customs, languages, and community protocols.
- Engagement must be inclusive, especially of marginalized groups, women, and persons with disabilities.
- Findings must be reported honestly, with acknowledgment of limitations.
- Any potential conflicts of interest must be disclosed and managed appropriately.

13. Application, Award and Contractual details

a) Application

The tender is handled via an **open procedure**.

The **tender documents** consist of the following:

1. Terms of Reference
2. Code of Conduct of the Red Cross and Red Crescent Movement
3. Declaration of Conformity
4. SSRC General Terms and Conditions

The above-mentioned documents can be obtained from SSRC HQ from 1st September 9:00 h till 16:00 h daily Monday to Friday in Juba using a flash disk or requested via the following email: vacancy@ssdredcross.org with miteng.charles@ssdredcross.org in copy for technical questions.

Tender notification is posted on Citizens newspaper and South Sudan NGO Forum Communication Portal (<https://comms.southsudanngoforum.org/>).

Interested candidates should **submit** their dossiers:

by **15th September 2025, 2PM South Sudan Time.**

to **SSRC HQ, PO Box 558 Juba, Area Munuki, Plot No 4, Block Ministries, Juba.**

Attn: Logistics department

Or via email to; vacancy@ssdredcross.org. Each email containing attachments should not exceed 5MBs. In case of bigger files, split them in several emails (not exceeding 5MBs).

stating as subject **“Application for Final Evaluation of the SSRC DRM Capacity Strengthening Project”**

in **English** language.

The **dossier** to be submitted must contain the following documents/ information as a pre-requisite for admission to the tender, **both with regards to the documents as well as the aspects to be covered therein** – incomplete dossiers may not be considered:

- Letter of motivation:
 - Summarizing relevant experiences and qualifications for the consultancy;
 - Providing 2 reference persons;
 - Stating the validity of the offer [your offer must remain valid for the next 60 days before which a Purchase Order/ service contract agreement, if placed, should be accepted by you].
- Technical proposal, including:
 - Summary/outline of the consultant(s)' understanding of the Red Cross and Red Crescent Movement, the auxiliary role of National Societies, the main thematic/ sectoral approach(es), and the task at hand;
 - Evaluation design and methodology;
 - Timetable for how the evaluator(s) propose(s).
- Financial proposal:
 - Financial proposals need to be in United States Dollar (USD) including all related Taxes.
 - The financial offer should not include the costs for enumerators.
 - SSRC will cover travel, accommodation, field logistics and volunteers' related costs to support with data collection
 - Consultant fees based on deliverables and experience
 - All require government taxes shall be deducted per South Sudan tax policies.
- Examples of recent comparable work, max. 5 years old, with clear authorship by the evaluator(s) mentioned in the application: At least 2 evaluations (if full reports may not be shared for confidentiality reasons, executive summaries and/or factsheets including at least a description and outline of the approach and methodology applied).
- Curriculum Vitae (CV) of all team member(s)
- Signed Declaration of Conformity.

Alternate offers are permitted.

Based on an initial ranking as per the criteria stated below, 3 candidates with the highest score will be invited to **present** their **offers** in an **online meeting** via MS Teams of approx. 60 minutes in English language with representatives of the evaluation commissioners. In case of a tie for rank 3, both candidates shall be invited for a presentation. The presentations are expected to have a length of max. 30 minutes and to highlight relevant experience and qualifications; the consultant(s)' understanding of the Red Cross and Red Crescent Movement and the task at hand; the evaluation design and methodology; and the anticipated workload and timetable. These aspects will also be discussed during the meeting. The anticipated timeframe for presentations is **22nd September – 26th September 2025**. The presentation will be documented.

Used tool for the presentation: Microsoft Teams Meeting

Length of presentation: Max. 30 minutes

Time for questions from SSRC, GRC team: Max. 25 minutes

Closing: 5 Minutes

Note: The bidders are prohibited to present new documents that were not submitted with the offer. Presentations may not exceed 30 minutes.

SSRC reserves the right to continue further communication after submission of quotes via a combination of media (e.g. email, phone). SSRC may – but is not obliged to – ask each tenderer individually for clarification regarding their quote within a reasonable time limit, to be determined by the evaluation committee.

b) Award

The decision for the award of contract will be determined via credit points assigned to the dossiers submitted according to the following criteria:

i. Technical Criteria- 60%

- The offered technical approach demonstrates a high level of (40%):
 - A1- Understanding of the overall task at hand (15%);
 - A2 - Suitability of methodology proposed to cover the scope and complexity of the task at hand with a sufficient level of detail to generate reliable results (15%);
 - A3 - Feasibility of timetable/ workplan given the envisaged timeframe (10%).

- BI - The quality of the submitted work samples with regards to the suitability of the design and methodology applied to the task at hand (10%);
- CI - The presentation demonstrates a high level of understanding, professionalism in presentation and engagement (10%);

ii. *Financial Criteria- 40%*

- Price (40%)

Applied scoring system:

5 points: Fulfilled criteria very well (5 points are being awarded if the bidder's technical proposal, presentation, and/or work samples (based on the submitted bid) show excellent indications of the area relevant to the contract and/or the concept is very well elaborated and there is outstanding reference to the subject matter of the performance.)

4 points: Fulfilled criteria well (4 points are being awarded if the bidder's technical proposal, presentation, and/or work samples (based on the submitted bid) show good indications of the area relevant to the contract and/or the concept is well elaborated and there is good reference to the subject matter of the performance.)

3 points: Fulfilled all criteria (3 points are being awarded if the bidder's technical proposal, presentation, and/or work samples (based on the submitted bid) show sufficient indications of the area relevant to the contract and/or the concept is sufficiently elaborated and there is relevant reference to the subject matter of the performance.)

2 points: Fulfilled basic criteria (2 points are being awarded if the bidder's technical proposal, presentation, and/or work samples (based on the submitted bid) show a few indications of the area relevant to the contract and/or the concept is only partly sufficiently elaborated and there is little reference to the subject matter of the performance.)

1 point: Fulfilled criteria inadequately (1 point is being awarded if the bidder's technical proposal, presentation, and/or work samples (based on the submitted bid) show no or only few indications of the area relevant to the contract and/or the concept is insufficiently elaborated and there is no to little reference to the subject matter of the performance.)

0 points: Criteria not fulfilled.

The total number of points achieved by the respective offer is calculated by determining the price point value (PPV) and the quality point value (QPW). Based on the point values calculated in each case, the total number of points is determined according to the weighting of price and quality.

For the price, the quotient of the cheapest offer and the offer to be evaluated is formed and multiplied by 100 and the percentage weighing:

((price of the offer to be evaluated/ price of the cheapest offer) x 100) x percentage weighing (40%) = price points

For technical evaluation- the quality for each award criterion is evaluated as follows:

(points achieved x percentage weighing (A1 x 15% + A2 x 15% + A3 x 10% + B1 x 10% + C1 x 10%) x 100/60 x 20) x percentage weighing (60%) = quality points

Calculation of total points: *price points + technical quality points = X total points achieved. Highest offer will be rewarded.*

c) Contractual Details

Applicants will be requested to sign and abide by the Code of Conduct and the Data Protection Form as part of the contract.

SSRC will pay the consultant(s) awarded the contract Payment schedule: **30% upon inception, 40% upon SSRC reception of the draft report, 30% on final submission and approval of the final report, based on invoices submitted by the consultant(s).** The consultant must provide an invoice containing her/his contact details, the services provided, bank details and should allow enough time not exceeding 30 days for the processing of the payment.

14. Annex

1. Code of Conduct of the Red Cross and Red Crescent Movement
2. Declaration of Conformity
3. SSRC General Terms and Conditions

