



USAID | SUDAN

FROM THE AMERICAN PEOPLE

July 12, 2012

Solicitation Title: Fixed obligation Grants (FOGs) Evaluation
Agency: U.S. Agency for International Development
Solicitation No: SOL-667-12-000005
Opening Period: Thursday July 12, 2012 to Thursday July 19, 2012

Ladies and Gentlemen:

USAID/Sudan is seeking to contract with a consulting firm or a consultant who can form a team of up to three consultants to undertake an evaluation to inform Mission management on the progress of newly awarded Fixed Obligation Grants (FOGs) and provide guidance on desirability and scale of future assistance through FOGs.

The evaluator will evaluate seven FOGs in total. The evaluation will cover both the performance of the projects funded, as well as an assessment of USAID/Sudan's experience in using FOGs as a direct funding mechanism to support local civil society organizations (CSOs). The evaluation process and deliverables will be directed by terms and conditions provided in Attachment I (Scope of Work) of this solicitation.

The evaluator will begin work on or around July 29, 2012, and conclude on or around September 09, 2012.

Issuance of this solicitation does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of a quotation.

Please submit your quotations to USAID/Sudan, Office of Acquisition and Assistance at khartoumusaidoaa@usaid.gov.

Quotations must be received by the closing date and time indicated at the top of this cover letter. Late quotations will not be considered for award. Quotations must be directly responsive to the terms and conditions of this solicitation. Telegraphic or fax applications (entire quotation) are not authorized for this solicitation and will not be accepted.

Sincerely,

Jacque Poole-Galdas
Executive Officer/USAID/Sudan

REQUEST FOR QUOTATION (THIS IS NOT AN ORDER)			THIS RFQ <input type="checkbox"/> IS <input checked="" type="checkbox"/> IS NOT A SMALL BUSINESS SET ASIDE			PAGE OF PAGES 1 10	
1. REQUEST NO. SOL-667-12-000005		2. DATE ISSUED 06/14/2012	3. REQUISITION/PURCHASE REQUEST NO. REQ-667-12-000015		4. CERT. FOR NAT. DEF. UNDER BDSA REG. 2 AND/OR DMS REG.1	RATING	
5a. ISSUED BY Office of Acquisition & Assistance Block 088, Kilo Ashara, Soba Khartoum, Sudan					6. DELIVERY BY (Date) Multiple		
					7. DELIVERY <input checked="" type="checkbox"/> FOB DESTINATION <input type="checkbox"/> OTHER (See Schedule)		
					9. DESTINATION		
					a. NAME OF CONSIGNEE		
5b. FOR INFORMATION CALL: (No collect calls)							
NAME Safaa Abdelrahim		TELEPHONE NUMBER AREA CODE NUMBER +24 991-2150858			b. STREET ADDRESS		
8. TO:							
a. NAME		b. COMPANY					
c. STREET ADDRESS					c. CITY		
d. CITY		e. STATE	f. ZIP CODE		d. STATE	e. ZIP CODE	
10. PLEASE FURNISH QUOTATIONS TO THE ISSUING OFFICE IN BLOCK 5a ON OR BEFORE CLOSE OF BUSINESS (Date) 07/05/2012 1630 LT		IMPORTANT: This is a request for information, and quotations furnished are not offers. If you are unable to quote, please so indicate on this form and return it to the address in Block 5a. This request does not commit the Government to pay any costs incurred in the preparation of the submission of this quotation or to contract for supplies or services. Supplies are of domestic origin unless otherwise indicated by quote. Any representations and/or certifications attached to this Request for Quotations must be completed by the quote.					
11. SCHEDULE (Include applicable Federal, State and local taxes)							
ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)		
	USAID/Sudan is seeking to contract with a consulting firm or a Consultant who can form a team of up to three consultants to undertake an evaluation of the newly awarded Fixed Obligation Grants (FOGs) and provide guidance on desirability and scale of future assistance through FOGs. SB Plan: NO						
12. DISCOUNT FOR PROMPT PAYMENT		a. 10 CALENDAR DAYS (%)	b. 20 CALENDAR DAYS (%)		c. 30 CALENDAR DAYS (%)		d. CALENDAR DAYS NUMBER PERCENTAGE
NOTE: Additional provisions and representations <input type="checkbox"/> are <input type="checkbox"/> are not attached							
13. NAME AND ADDRESS OF QUOTER				14. SIGNATURE OF PERSON AUTHORIZED TO SIGN QUOTATION		15. DATE OF QUOTATION	
a. NAME OF QUOTER							
b. STREET ADDRESS				16. SIGNER		b. TELEPHONE	
c. COUNTY				a. NAME (Type or print)		AREA CODE	
d. CITY		e. STATE	f. ZIP CODE		c. TITLE (Type or print)		NUMBER



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FROM THE AMERICAN PEOPLE

SOL-667-12-000005

Attachment I – Scope of Work and Instructions to Offerors

Solicitation Title: Fixed obligation Grants Evaluation - USAID/Sudan

Agency: U.S. Agency for International Development

Solicitation No: SOL-667-12-000005

Opening Period: Thursday July 12, 2012 to Thursday July 19, 2012

USAID/Sudan is seeking to contract with a consulting firm or a consultant who can form a team of up to three consultants to undertake an evaluation to inform Mission management on the progress of newly awarded Fixed Obligation Grants (FOGs) and provide guidance on desirability and scale of future assistance through FOGs. USAID FOGs are grants which are awarded to support a program with very specific elements and allow performance without monitoring the actual costs incurred by the grantee. USAID defines accomplishment of FOGs by milestones or benchmarks. The evaluation team will evaluate seven FOGs in total. The evaluation will cover both the performance of the projects funded, as well as an assessment of USAID/Sudan's experience in using FOGs as a direct funding mechanism to support local civil society organizations (CSOs). The FOGs evaluation will require approximately 46 person days of effort, based on a six-day work week. The evaluation team will present at the end of the period a final FOGs evaluation report. The evaluation team will begin work on or around July 29, 2012, and conclude on or around September 09, 2012.

PLACE OF PERFORMANCE: Khartoum, Sudan

SCOPE OF WORK:

USAID/Sudan Office of Democracy & Governance Fixed Obligation Grants

I. BACKGROUND

This evaluation will focus on Fixed Obligation Grants (FOGs) given to local Sudanese organizations by USAID/Sudan's Office of Democracy and Governance (DG). The Evaluator will address seven FOGs to Sudanese CSOs in total, two completed ones, three operating and two are currently underway. The evaluation will cover both the performance of the projects funded, as well as an assessment of USAID/Sudan's experience in using FOGs as a direct funding mechanism to support local civil society organizations (CSOs) in furtherance of DG objectives. As a matter of practicality, the main focus of the evaluation will be on completed grants; however, a key objective of this evaluation is to inform Mission management on the

progress of newly-awarded grants and provide guidance on the desirability, feasibility, and scale of future assistance through FOGs.

Background information on the FOGs administered by the Democracy and Governance (DG) Office will be provided to the evaluator who has been selected.

II. PURPOSE OF THE EVALUATION

USAID/Sudan is commissioning this evaluation to better understand not only how several DG FOGs have performed to date, but also how well FOGs are working as a programming mechanism for DG activities in Sudan. Areas of focus for this evaluation include, but are not limited to, what USAID and partners are obtaining from the FOGs, what is going well and what is not, and how lessons can be applied to future programming. USAID/Sudan requires the Evaluation Team to design and implement an evaluation of three completed DG FOGs, and also to observe two additional FOGs that will be underway at the time of the evaluation. The end result of these efforts will serve the following purposes: (1) measure program results for completed FOGs; (2) track progress of active FOGs; (3) provide lessons learned for USAID, assessing the potential for key successes to be replicated; and (4) measure the overall effectiveness of FOGs as a programming mechanism with respect to DG's overall strategy in Sudan and in light of management burden and technical staff capacity.

The evaluation shall discuss and analyze program performance and success, and should also address opportunities missed or accomplishments that fell short of potential or expectations, as these findings could inform future USAID/Sudan grant-making processes, particularly as the Mission's development strategy for Sudan evolves. As USAID/Sudan eventually transitions to a Country Development Cooperation Strategy (CDCS), the use of a methodology to improve development efforts through increased coordination and collaboration, testing of promising new approaches, and adaptation of approaches when appropriate to improve effectiveness, will be increasingly important focal points. To that extent, the evaluation will be expected to analyze each FOG recipient's strategy and approach and make recommendations based on those findings.

III. EVALUATION OBJECTIVES:

The Automated Directive System (ADS) 203.3.6.1 requires that an evaluation is conducted when there is a distinct and clear management need to address an issue. This review is to critically examine the overall performance of the selected FOGs, as well as to analyze the efficacy of FOGs as means of civil society development programming in Sudan. The evaluation methodology and process shall address the questions outlined below for each FOG:

1. **To what extent did each FOG meet its overall goal?** The Evaluation Team should review the project performance of each FOG and establish the extent to which the intended goal and results have been met. What were the success factors and challenges that have hindered the achievement of the results? Analysis of performance should also establish the degree to which the program design and management were conducive to post-project sustainability of the grantees and replication by others.
2. **How effective were the FOGs as a mechanism for DG programming?** Here the Evaluation Team will analyze how well the fixed obligation grants worked as a programming

mechanism for DG activities in Sudan, especially at the particular time immediately after the separation of South Sudan and the early transition to a new country and Mission context.

Was the FOG mechanism effective in meeting short-term results of the DG team's strategy, or would another mechanism have been more appropriate? What were the pros and cons of using the FOG mechanism for these DG activities at the time they were used?

3. **How realistic and appropriate was the design of the project?** Here the Evaluation Team should review the project concept and design to assess whether it was responsive to the need at that time, realistic in approach, and appropriate in light of recipient capacity. To what extent did the design of each FOG, especially the way project milestones were identified and sequenced, influence the outcomes?
4. **Were the appropriate stakeholders involved in the program and to what extent did the program promote better coordination and collaboration between them?** The evaluation should establish and assess the extent to which the critical stakeholders and inter-relationships were correctly identified, structured and involved in the delivery and management of the activity. To what extent did each project address the core issues for which its grant was given?

IV. EVALUATION METHODOLOGY

The evaluator is required to propose a clear methodology to answer all the evaluation questions, using both quantitative and qualitative methodologies such as focus groups, structured interviews and/or questionnaires, as appropriate. The final evaluation report will describe the techniques used in the methodology, including sampling techniques, and will also include a brief assessment of the relative strengths and weaknesses of each method employed (e.g. possibly sampling bias, inadequate sample size, etc.).

Preliminary analysis and review of relevant documentation will be conducted to gain an understanding of contextual issues, including transition priorities, legal authority and the cooperation framework. The team will also review project documents including grant agreements and reports. In analyzing program performance, the Evaluation Team will gather views and inputs of critical stakeholders who have been involved with each of the FOGs. These stakeholders include, but are not limited to, the USAID DG team and supporting offices, grantee personnel, associated civil society organizations, participants and beneficiaries and other donors in the sector.

With regard to data quality, the Evaluator is expected to be familiar with USAID data quality standards for objectivity, validity, reliability, precision, utility and integrity and be able to apply them in the final report, by identifying such data limitations as may exist with respect to these standards (ADS 578.3.4.2 - <http://transition.usaid.gov/policy/ads/500/578.pdf>) and ADS 203.3.5.1 - <http://transition.usaid.gov/policy/ads/200/203.pdf>).

- V. Findings of the evaluation will be shared with USAID and other development parties to inform of better administration and execution of democracy and governance grants in Sudan and other post-conflict developing countries.

VI. PROGRAM INFORMATION

The following information documents and sources are available and relevant to the review:

- USAID policy documents (FOGs, USAID Forward, etc.)
- Original Unsolicited Proposals for each FOG.
- Grant documents and work plans. Grant deliverables associated with agreed milestones.
- Final reports.

VII. EVALUATION TEAM COMPOSITION

The Offeror should form an evaluation team consists of three experts, one team leader and two team members who should possess the skills and experiences below:

Team Leader:

- Master's degree or higher in international studies, sociology, political science, anthropology, or other social science discipline; or demonstrated knowledge and experience in monitoring and evaluation systems.
- Fluency in English. Fluency or proficiency in Arabic is strongly desired.
- Qualifications and demonstrated experience in the design and management of evaluations.
- Five to ten years of experience with democracy, governance, civil society, and gender issues. Extensive experience in Sudan, Africa, and other Arab countries will also be considered.
- Demonstrated strong research, analytical, and writing skills.
- USAID programming experience is desirable.

Two Team Members:

- Bachelor's degree or higher in international studies, sociology, political science, anthropology, or other social science discipline.
- Ability to communicate with Team Leader in either English or Arabic is required. Native Arabic speaker with fluency in English.
- Demonstrated past experience in the design and management of evaluations is desired.

- At least three years of experience with democracy, governance, civil society, and gender issues preferable. Must be Sudanese citizen.
- Strong research, analytical, and writing skills is desirable.
- USAID programming experience is desirable.

VIII. DELIVERABLES

The evaluator is expected to deliver the following outputs to USAID/Sudan:

Deliverable	Level of Effort	Total Level of Effort
1. In-brief meeting for an introduction of the evaluation team, discussion of the SOW and initial presentation of the proposed evaluation work plan.	1 day x 3 persons	3
2. An implementation report submitted to USAID within one week after the in-brief. The report will include: <input type="checkbox"/> A detailed work plan showing a timeline for each evaluation activity to be undertaken, including field work. <input type="checkbox"/> Methodology detailing sub-grantees and field sites to be visited, data collection instruments.	2.days x 3 persons	6
3. Field work/Data collection	7 days x 3 persons	21
4. Oral debriefing to USAID, FOG recipients, and selected partners to present key findings prior to submission of draft report.	1 day x 3 persons	3
5. Draft evaluation report in both hard copies (2) and one electronic copy for review by USAID. <i>*Please see the Illustrative Report Outline at the end. Requirements for the evaluation report are also attached.</i>	3 days x 3 persons	9
6. Meeting between Evaluation Team, USAID, and possibly FOG recipients to discuss draft evaluation report questions, comments, and desired edits. (Attendees will be agreed upon with USAID.)	1 day X 3 persons	3
7. Final evaluation report in both hard copies (2) and one electronic copy incorporating feedback from USAID.	1 day x 1 person	1
Total		46

IX. SCHEDULE

The evaluation will begin around July 29, 2012, and will require approximately 45 working days.

X. ROLES & RESPONSIBILITIES

Evaluator:

- Conduct evaluation, per the requirements set forth in this scope of work.
- Make own meeting and logistical arrangements.

USAID:

- Appoint a point of contact for the assignment to coordinate USAID inputs.
- Approve the evaluator, methodologies and work plan.
- Facilitate initial introduction of the Evaluation Team to grantees.
- Participate in briefings.
- Review draft evaluation reports and provide feedback.
- Sign off on final report.

XI. ILLUSTRATIVE REPORT OUTLINE

Introductory Section of Report:

- **Cover page:** Title of the study, the date of the study, recipient's name, name of the Evaluator.
- **Preface or Acknowledgements** (Optional)
- **Table of Contents**
- **List of Acronyms**
- **Executive Summary:** Stand-alone, 1-2 pages, summary of report. This section should not contain any material not found in the main part of the report.

Main Part of the Report: (Not to exceed 15 pages)

1. *Introduction/Background and Purpose:* Overview of the final evaluation. Covers the purpose and intended audiences for the final evaluation and the key questions as identified in the SOW
2. *Study Approach and Methodology:* Outline how the evaluation was designed, conducted, and what specific methods were used.
3. *Findings:* This section, organized in whatever way the team wishes, must present the basic answers to the key evaluation questions, i.e., the empirical facts and other types of evidence the study team collected, including any assumptions.

4. *Conclusions:* This section should present the team's interpretations or judgments about its findings.
5. *Lessons Learned:* In this section, the team should present any information that would be useful to people who are designing/manning similar or related new or on-going programs in Sudan
6. *Recommendations:* This section should make it clear what actions should be taken as a result of the study.

XII. CRITERIA TO CHECK THE QUALITY OF THE EVALUATION REPORT

- The evaluation report should represent a thoughtful, well-researched and well-organized effort to objectively evaluate what worked in each project, what did not work, and why.
- The evaluation report shall address all evaluation questions included in the scope of work.
- The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the USAID technical officer.
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists, and discussion guides will be included in an annex in the final report.
- Where applicable, evaluation findings should take into account each project's impact on both males and females.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.
- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

REQUIRED DOCUMENTS TO SUPPORT CONSULTANT'S QUALIFICATIONS:

1. Résumé/Curriculum Vitae.
2. Brief statement of fit (maximum 2 pages) addressing qualifications and ability to

successfully address the criteria set forth in this solicitation for the FOGs evaluation.

3. A relevant writing sample (e.g. a similar evaluation report).

EVALUATION CRITERIA (Total Points 100):

- **Education and experience (40 Points):** See required education and experience in Section VII, Evaluation Team Composition.
- **Knowledge (30 Points):** Experience with democracy, governance, civil society, and gender issues. Extensive experience in Sudan, Africa, and other Arab countries will also be considered.
- **Skills and Abilities (30 Points):** Demonstrated skills in making formal presentations, analyzing reports, understanding of contextual issues, strong research, analytical, and writing skills. USAID programming experience is desirable.

INSTRUCTIONS TO OFFERORS:

Qualified Offerors should submit the required documents above electronically to USAID/Sudan Acquisition and Assistance Office at khartoumusaidoaa@usaid.gov with the subject line of "SOL-667-12-000005 USAID/Sudan Fixed obligation Grants (FOGs) evaluation Consultant."

Your Quotation must include the following:

- 1- Technical application containing all the requirements above.
- 2- Budget breakdown for the proposed contract value in US dollars.

USAID is willing to provide payments according to the completion of the following milestones (Please check the table of deliverable above):

- A. 25% of the total contract will be paid after the completion of a detailed work plan, and a detailed methodology.
- B. 75% of the total contract will be paid after submission and USAID acceptance of the final report.

Any resulting award will be a firm fixed price contract.

Incomplete submissions may not be considered. Offerors will be evaluated on their ability to meet the required expertise. Short listed candidates may be invited for an interview. USAID is not responsible for any costs associated with preparation of a quotation.

The deadline for submission is **July 19, 2012 at 16:30** local time Khartoum, Sudan.