

**Scope of Work (MOCK)**

**Political Economy Analysis (PEA)**

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| **Program/ Title** | **Local Governance for Resilience (LGR)** |
| **Program Location(s)** | **Xanadu; entire country; landlocked of approximately 25,000 square kilometers bordering 5 other countries** |
| **Duration** | **Work should begin sometime between January – March 2024 which is the 1-2 months into program inception phase. Final report must be submitted by March 31st, 2024** |

1. **Background:**

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world. Mercy Corps has been operating in Xanadu since 2004, working in rural, peri-urban, and urban areas in five regional states. Xanadu has the second-largest refugee population in the region.

The recently awarded LGR activity will be implemented through a phased approach that emphasizes evidence gap analysis, as well as partnership, learning, and co-creation with government, civil society, communities, and the private sector. LGR aims to drive sustained improvements in food security and economic development in Xanadu operational areas. LGR brings together the global leadership, technical expertise, and implementation experience necessary to partner with local institutions to test, adapt, and scale evidence-based solutions. The program requires a robust local government centered design with government leadership, active engagement from communities, the private sector, and civil society. Together we will sustainably increase food security and economic development for vulnerable populations LGR communities.

The local governance strengthening component of LGR will coordinate its activities across technical sectors and program components to support the overall enabling environment for food secure and prosperous communities. This will be based on strategic interactions with the local government, civil society, and community structures, institutions, and associations. Within LGR, it will strengthen institutional and local governance systems capacity and mobilize communities to create opportunities for accountable and inclusive governance, and to build more food secure and healthy communities and support systemic change in the governance and enabling environment with relation to the existing policies and laws.

1. **Purpose:**

The objective of this analysis is to answer the question: What political economy factors influence policy, institutions, and community decision making dynamics for development and resilience, governing food security and economic development for communities in LGR communities? This analysis will:

1. inform the LGR activity’s program design and strategies, and influence its approach with partner governments and other stakeholders
2. explore the dynamics of how decisions are made and pursued, in the various relevant technical areas in which LGR will work; and identify the factors that will promote or inhibit change, reform, and progress in these sectors.

This analysis will also serve to provide a foundational understanding of the major performance strengths, institutional and systemic capacity gaps of the local government, and their relationships to sub-county structures and communities.

Do not copy and paste these objectives into your technical proposal. You need only to refer to this SOW if you wish to refer to the objectives (e.g. to achieve objectives 1 and/or 2 in the SOW, we propose …....)

1. **Scope of inquiry**

PEA Levels of Analysis

* County-Level PEA: An analysis of the county-level political and economic dynamics that affect the prospects for successful development. This analysis will cover county dynamics, as well as relations and influence to/from neighbouring counties.
* Sector PEA: The analysis will delve into relevant sectors for LGR, including, Agriculture and Environment and Natural Resources, Gender, and Planning among others outlining the structures, institutions, and stakeholders that shape these sectors in each County.
* Regional government: An analysis of specific factors that differentiate the region and affect prospects for successful development of the sector.
* Problem and opportunity analysis: Identification of bottlenecks and opportunities related to political economy for raising community well-being, especially institutional aspects and power dynamics.

Detailed PEA Scope

1. Structural/Enabling Environment: Long-term contextual factors relevant to county development trajectory, which are unlikely to be readily influenced, either because of the time scale needed, or because they are determined outside the country and/or region. These may include economic and social structures and norms, geo-strategic position, natural resource endowment, demographic shifts, climate change, and conflict or post-conflict context.
2. Political Economy: The role that formal and informal economic, political and social institutions (e.g. rule of law; elections; social, political and cultural norms, values and ideas; markets) play in shaping human interaction and competition for power and resources. This should also include a review of county government capacity and practices, and the political interests that influence how that has formed.
3. Power Analysis: Who has power and influence in society (County/Community/Local actors e.g. Church/Private Sector etc), and how is that manifested in how decisions are made?
   1. Identify the most influential actors, what are their interests and incentives, and how do these shape overall dynamics of the sectors, including the feasibility of policy reforms in the sectors.
   2. Explore how best to engage the influential actors/power brokers including the best points.
4. County Government Institutional Capacity Assessment: What are the strengths and weaknesses of each County government and their departments in terms of performance and capacity? What is functioning well and what needs investment and improvements? Detail aspects of general county planning, budgeting, and implementation (service delivery), but also coordination of sectoral plans and programs relevant to broader county development plans.
5. Natural Resource Management: How are the key principles of NRM applied in the Counties i.e. legitimacy, transparency, accountability, inclusiveness, fairness, integration, capability, and adaptability.
   1. Identify bottlenecks and constraints of effective NRM both at government and community level.
   2. Analyze who among the actors in the county represents obstacles to inclusive and citizen based land reforms?
   3. Identify examples of good practice where these exist and make pertinent recommendation drawn on lessons for contextual application or propose good practice
   4. What formal and informal institutions exist for the purpose of NRM? Do they have a clearly defined and recognised mandate? What is their relationship with each other (community and government), neighbors?
6. **Methodology**

***3.1 Design of the analysis***

* Under this assignment, Mercy Corps expects the service provider to deliver both qualitative (gathered through primary and secondary data) and quantitative information (gathered through survey) which will be used to adapt the existing activities. The primary data will be conducted through key informant interviews (KIIs), focused group discussions (FGDs) and household survey. The service provider is expected to provide a suggestive number of KIIs, FGDs and survey based on the proposed stakeholders to be covered in this analysis.
* Data collection tools should be developed under the various area of inquiries for different target groups which includes community members, government actors, NGO actors, private actors, Mercy Corps team members and so on

***3.2 Analysis & Results***

* The finding of the analysis should be analysed based on different relevant thematic areas relevant to the project objective and adopted political economy analysis framework. The service provider is expected to use qualitative data analysis software (e.g. MAXQDA) to analyse the qualitative data.

***3.3 Sense Making Workshop & Team Consultation***

* The service provider, in collaboration with the Mercy Corps Governance team, will organize sensemaking workshop(s) with the LGR team, and relevant actors to share preliminary findings and validate the findings; to receive feedback to define intervention priority areas.
* Host consultation after the validation workshop with the LGR team to discuss the findings, priorities, and adaptations to LGR activities as well as qualitative and quantitative indicators.

***3.2 Report Finalization***

* Based on the findings of the analysis and validation of the findings through the sense making workshop, the service provider is expected to include specific recommendations for adapting activities in the report.
* During all steps of the analysis and finalization, the service provider should have regular consultative meetings with the Mercy Corps team to ensure a common understanding of the assignment and final deliverables.

**Ethical Considerations:** The service provider is expected to follow all ethical considerations including the Do No Harm principle.

1. **Expected deliverables**

The consultant is expected to deliver the following products:

* Inception report with:
  + Outline methodology
  + Refine and confirm scope of inquiry and guiding questions
  + study methodology
  + interview tools (English and local language)
  + revised workplan
  + Outline sections of final report
* Draft report with findings
* Anonymized notes and of KIIs, FGDs and any survey data (raw data in English and local language).
* Sense making workshop report capturing the validation of the draft report findings.
* Final report with validated finding, specific recommendations, action plans based on the project objective and proposed activities in line with the findings.
* Two-page summary sheet

1. **What Mercy Corps will provide**

* Mercy Corps will provide necessary support to undertake and implement the assignment and execute the objective of this SoW. Such responsibilities include the following:
  + Provide relevant program documents, PEA related guidance and tools and other relevant documents.
  + Orient the team on any relevant and useful programme and institutional information.
  + Provide backstopping service in study design, tool development, data collection, data analysis and report finalization process.
  + Arrange the data collection plan and allocate field support to liaise timely with the team for logistics and security measures.
  + Monitor regularly, and provide feedback and ensure effectiveness of study; and,
  + Mercy Corps will provide all phones, tablets and required software (Mercy Corps has subscriptions to SPSS, Stata, MaxQDA, Commcare, Atlas.ti, Ona all of which can be used by the firm for the duration of this study)
  + Mercy Corps will provide all vehicles needed for primary data collection with the fuel and driver (and salary and per diem for the driver). Each vehicle can carry 4 people (in addition to the driver) comfortably. They are 4X4 vehicles. The firm need only indicate in their proposal how many vehicles will be needed and for how many days.
  + Mercy Corps can help the firm make reservations at hotels for the data collectors they need only know the number of data collectors and supervisors that your firm will hire.
  + Mercy Corps has an office with a conference room large enough to train up to 30 data collectors and that will be available to the firm.
  + Mercy Corps will pay for all translation.

1. **Data Quality, Security and protection of human subjects.**

Quality of data should not be compromised, and maximum care should be taken to avoid or at least minimize errors at all stages of data collection. How the protection of personal identifying information (PII) and participants safety and well-being (human subject protection) must be described also in the technical proposal.

1. **Communication of findings/reflections.**

A final report must be submitted, and the firm must organize and facilitated a (remote) presentation of the findings to the LGR team and other Mercy Corps employees and partners as Mercy Corps deems appropriate.

1. **Team composition.**

The firm must propose a cost-effective team for this evaluation. The role of team members should be described in section II (the technical proposal) but each team member should be listed by position/function in section III (the “LOE proposal”). Please note that the proposed team composition **does not need to match or include the two roles described in the CV Submissions section** – the two profiles described in section 10 are only for CV submissions.

1. **CV Submissions**

Please submit one CV of a current staff member for the two roles listed below (2 CVs in total maximum). **Please use the provided CV template**. Firms should submit the staff members that they feel are best qualified for this project. **CV submissions do not need to match the roles or staff described in the ‘LOE Proposal’ section.** Please submit the following CVs:

1. Senior-level Project Lead / Specialist
2. Mid-level Researcher / Analyst
3. **Level of Effort for Budgeting considerations.**

Because Xanadu is a fictitious country, choose one - and only one – of the reference countries listed below as the basis for your LOE proposal for this mock SOW; sections D and E. You cannot choose a country in which your firm has its’ headquarters. Choosing a country does not mean that you have or could conduct work in that country.

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| Reference countries (select only one) |
| 1. Guatemala |
| 1. Colombia |
| 1. Burkina Faso |
| 1. Senegal |
| 1. Uganda |
| 1. Ethiopia |
| 1. Iraq |
| 1. Afghanistan |
| 1. Nepal |
| 1. Indonesia |

1. **Timeframe**

The firm should propose a high-level timeline for completing this study and submitting the final report on or before March 31st, 2024. The timeline proposed must be consistent with the resources allocated within the technical and LOE sections of the proposals.

1. **Structure of the final report**

* Title Page; Introduction
* Executive Summary
* Background/Understanding the Context (geography, economy, environment, pollution, climate, demography, security, nature and status of legal, political, and economic systems)
* Political Economy Analysis Scope
* Purpose
* Questions – covering the domains, barriers and opportunities
* Methodology and Process
* Study design (respondents, data collection tools and methods, timeframe, team)
* Findings – covering the domains, barriers and opportunities
* Recommendations