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| **Program/ Title** | **VEzperza** |
| **Program Location(s)** | **Zandalia; entire country;** |
| **Duration** | **Work should begin sometime between March-April 2024 which is the 1-2 months prior to the end of the program. Final report must be submitted by May 15th, 2024** |

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## Background

The VEzperza consortium (VE) – made up of the International Safety Committee (ISC), Mercy Corps, ChildrenToChildren, and Global Vision for Peace– has worked since August 15, 2019, to deliver humanitarian multipurpose cash assistance (MPCA) and complementary nutrition programming to improve access to basic needs for People in Need (PIN) in Zandalia. This program targets Xandulan migrants and refugees with intention to remain in Zandalia, Zandalian returnees, and host community members. As of December 2021, the consortium had delivered nearly $40M in lifesaving MPCA to over 319,000 participants, delivering complementary nutrition programming to over 63,000 people, and had begun aiding participants in registration efforts for legal migration status with the Government of Zandalia (GOZ) to expand access to social services. The program was recently extended to reach over 358,000 participants. At over $93M in total program value, VE represents both one of Mercy Corps’ largest current programs and one of Mercy Corps’ largest MPCA programs.

## Program to be analyzed

This two-year program started on June 1st, 2022, and will end on May 31st, 2024. This has been implemented in Zandalia by Mercy Corps, ChildrenToChildren, and Global Vision for Peace. VEzperza works with migrants and refugees with intention to remain in Zandalia, Zandalian returnees, and host community members in urban settings. Urban settings are distributed throughout the country, and they are accessible all year round.

## VfM analysis Purpose and Objectives

As a component of its learning agenda, and to further Mercy Corps’ efforts to assess programmatic value for money (VfM), Mercy Corps and the VE Consortium are interested in assessing VE’s VfM, specifically with respect to MPCA. This will also advance Mercy Corps’ commitment to sector wide VfM collaboration and information sharing through the Dioptra consortium, which also includes several VE agencies.

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| 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 I, II, III, and IV in the SOW, we propose …....) |

## Relevant Documents

Provided with this SOW are:

* Program proposal and recent narrative reports
* MEL Plan
* Latest indicator performance tracking table (IPTT) and Program TolaData record
* Program budget and transactions list
* MEL reports, including baseline, midline, endline, and post distribution monitoring (PDM)
* Participant selection methodology
* Procurement processes guidelines

## VfM

## Design and methods

## VfM methodology and metrics

The study will use the VfM framework developed by Mercy Corps, which comprises a theoretical VfM model (based on FCDO’s 4E’s), metrics (e.g., cost transfer ratio, cost per output) and cost analysis method (e.g., defined cost categories). The framework is based on FCDO’s 4E’s of Economy, Efficiency, Effectiveness and Equity.

The analysis uses the Dioptra cost analysis method as the backbone to classify costs and a series of metrics to assess the VfM of the program. No additional data collection is expected beyond interviews with staff members.

Additionally to the use of its own analytical tools, the consultant is expected to use [Dioptra](https://www.dioptratool.org/how-does-dioptra-work) for cost analysis and training will be provided by Mercy Corps staff. The method includes suggested metrics and this consultancy may add new metrics in the analysis if deemed necessary. The analysis will explore the following aspects:

1. Costs and design - Identifying the makeup of the cost allocation across cost categories in order to identify cost drivers. This will include considerations around the program design and how the targeting of marginalized groups has contributed towards cost allocation.

*Suggested metric*: **cost of a category as % of the total cost.**

1. Efficiency - Quantifying the delivery of goods and services to participants and the cost of adopting an equitable reach.

*Suggested metrics*: **cost per dollar transferred; cost per person reached through MPCA assistance; cost per marginalized person reached through the program** (if the budget breakdown allows).

1. Effectiveness - Quantifying the achievement of the project results, including outcomes addressing structural barriers, and the likelihood that the results are sustained over-time.

*Suggested metrics*: **percentage of actual/ targets met for outcome-level indicators**; **cost per outcome unit** (to identify based on the logframe); **percentage of actual/target met of outcome indicators addressing identified barriers and imbalances**.

## The VfM analysis

The VfM analysis will be a combination of

1. Qualitative interviews and group discussions with the program team, key partners
2. Analyzing the IPTT (actuals against targets)
3. Review work plan completion
4. Review of BvA (budget vs actuals)
5. Other documents review.

The firm is expected to propose the number of key informant interviews (KII) and/or Group Discussions (GD) required and describe with whom these will be held and why. Qualitative software must be used to analyze the KII, GD. The firm should propose how they intend to organize, analyze, and interpret these diverse data sources (including how it can triangulate data where appropriate).

## What Mercy Corps will provide

Mercy Corps will

* provide support to determine the documentation for review and how data should be interpreted;
* provide a methodology structure based on the VfM framework of MC. The consultant is expected to expand on it;
* provide support to collect any additional data needed for cost analysis;
* provide training on VfM to the Zandalia team. The consultant is expected to help with material preparation and delivery.

## Data Quality, Security, and protection of human subjects.

The 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.

## Communication of findings/reflections.

A final report must be submitted, and the firm must organize and facilitate a presentation of the findings using a sense making approach to the Zandalia team and other Mercy Corps employees and partners as Mercy Corps deems appropriate.

## Team composition.

The firm must propose a cost-effective team for this analysis. 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.

## 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

## Level of Effort for Budgeting considerations.

Because Zandalia 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. Columbia |
| 1. Burkina Faso |
| 1. Senegal |
| 1. Uganda |
| 1. Ethiopia |
| 1. Iraq |
| 1. Afghanistan |
| 1. Nepal |
| 1. Indonesia |











## Timeline

The firm should propose a high-level timeline for completing this evaluation and submitting the final report on or before May 15th, 2024. The timeline proposed must be consistent with the resources allocated within the technical and LOE sections of the proposals.

## Deliverables

The assignment will lead to the following deliverables:

* VfM inception report (including data collection tools and analytical framework)
* VfM final report and (one page) summary

Reports must be written in English, Spanish or French, with if needed the summary translated in the language spoken in the country where the analysis is conducted (e.g., English, French, Spanish, Arabic or Russian). Be sure to state, in section II (the technical proposal), in which of these languages your firm will submit the report as well as the summary and the data collection instruments.

Mercy Corps will provide consolidated feedback on Draft1 report provided that report is complete and submitted as if was a final (i.e. not a “rough draft and not with any sections missing other than the annexes). Draft2 will have taken Mercy Corps feedback into account and Mercy Corps will then provide its final consolidated feedback allowing the firm to submit the final report. Thus, there are only two rounds of revisions to the report.

## Structure of the final report

The final report will have a maximum of 15 pages (excluding annexes) and will have the following structure:

1. Background and program documentation review
2. Methodology and limitations
3. Results
4. Recommendations

An example of what the final product may look like can be found [here.](https://reliefweb.int/report/colombia/value-money-report-venesperanza-prepared-key-aid-consulting-august-2022)

An example of what the final product may look like can be found [here](https://reliefweb.int/report/iraq/evidencing-value-money-cci-s-cash-and-legal-programmes-cash-consortium-iraq-november).

## Dissemination and follow up

Study findings will be shared with VE Consortium members, Dioptra consortium members, and with Mercy Corps internal stakeholders (TSU, Region, Research & Learning, Global Programs leadership, Finance leadership, others as relevant). Depending on findings, these may also be published as a case study on the Dioptra website and/ or shared with program donor representatives.