

## Terms of Reference (ToR)

### END-OF-EVALUATION FOR SAFERWORLD ADDRESSING ROOT CAUSES OF CONFLICT (ARC) PROGRAMME IN SUDAN, SEPTEMBER 2021

#### Background and context

Saferworld is an independent non-governmental organisation that works to prevent violent conflict and build safer lives. We work with people affected by conflict to improve their safety and sense of security. We work with civil society, local authorities and organisations to encourage and support effective policies and practices through programming, advocacy, research and policy development, and through supporting the actions of others.

Saferworld has been working on conflict prevention and peacebuilding issues in Sudan since 2011. With an office in Khartoum, we work in partnership across a number of states in Sudan, including in Khartoum, Darfur, Eastern Sudan, South Kordofan and Blue Nile. With partners, we support women, youth and community groups in their efforts to build peace, and help to provide space and opportunities for civil society to come together to discuss how to further peace and democracy. We also help civil society organisations to raise public awareness of conflict and governance issues and promote debate.

Our work with the regional and international community (such as the European Union and the African Union) increases understanding of the complex challenges faced in Sudan. This ensures that projects and approaches to Sudan support Sudanese-led efforts toward peace rather than exacerbate conflict.

#### Project objectives and outcomes

Saferworld in partnership with SUDIA is implementing 5-years programme titled ***Building Constituencies for Peaceful Change in Sudan*** and is running from December 2016 to November 2021. This programme contributes towards the achievement of the overarching goal of Addressing Root Causes of Conflict (ARC) - to address the political and socio-economic root causes of armed conflict and instability and irregular migration in Sudan. It primarily focuses on civil society at the local and national levels as proactive participants in improving human security and social cohesion.

The programme aims to bridge the divides between groups (including refugees, internally displaced people and host communities) through inclusive local-level action for peace and conflict transformation. By providing communities and civil society with increased capacity and skill to examine critically the local cycles of violence, and implement action plans to address the locally-identified root causes of violence. The programme enables communities and civil society to explore how the drivers of conflict affect communities and provide a base from which these actors can begin to build solidarity and trust on key issues. The programme is being implemented in Khartoum, North and South Darfur; Kassala, Gedaref and Red Sea in Eastern Sudan.

Specifically, the programme seeks to contribute to the following outcomes:

**Outcome 1:** Local communities and civil society across Darfur and Eastern Sudan (including vulnerable groups such as women, youth, refugees, and IDPs) build local social cohesion, and work together to improve human security in their local areas.

**Outcome 2:** Darfuri and Eastern Sudanese civil society and national civil society networks, organisations, and leaders (from inside and outside of Sudan) build solidarity and promote social cohesion with the wider Sudanese people by connecting local actors and priorities with national ones.

**Outcome 3:** National-level comparative analysis and research informs national, regional and international advocacy messages and cross-border policy recommendations for

addressing deficiencies in human security in Sudan and the root causes of armed conflict, instability, and irregular migration.

Concurrently, Saferworld is implementing a similar peacebuilding programme in Somalia under ARC, which is also coming to an end in 2021 and will be subject to an external evaluation running alongside this one.

### **Evaluation purpose**

The **purpose** of this end-of-programme evaluation is to assess the intended and unintended outcomes of the programme and determine its level of contribution towards the achievement of the overarching goal of ARC programme. Evaluation is an integral part of our overall project management cycle to ensure effective oversight of the project. In order to guide organisational learning, assess programme effectiveness and impact, we are committed to gathering evidence of the programme impact, and documenting lessons and best practices. In particular, this evaluation is intended to assess:

**Relevance and adaptation to conflict context:** assess the extent to which the ARC programme suited to the priorities of the target group(s), extent to which the programme designed to be implemented in a conflict-and- gender sensitive manner and was adaptive to changes in the conflict context.

**Effectiveness:** assess the extent to which the programme contributed to its overall goal, attains its intended outcomes and sub-outcomes. Also, assess the extent to which the different strategies and modalities used in ARC programming were effective. These includes small and micro-grants, community action groups (CAGs) structure, Community communication system (CCS), State-level conference, Framework Group (FWG), Regional Working Group (RWG), advocacy and etc.

**Impact:** assess the extent to which ARC programme contribute to address the political and socio-economic root causes of armed conflict and instability, and made difference on the life of targeted beneficiaries.

**Sustainability:** analyse the extent to which programme gains likely to be sustained and how successful were efforts to build the capacities and legitimacy of community structures and partners to design and implement peacebuilding work.

### **Key evaluation questions**

The evaluation should address the following questions. Questions labelled '(cross-cutting)' will also feature in the evaluation of the Somalia ARC programme (see above) taking place concurrently.

#### ***Relevance and adaptation to conflict context***

Programme relevance

- To what extent were the programme design, outcomes and sub-outcomes relevant to address the priorities of the target group(s)?

Adaptive management

- To what extent was the programme adaptive to changes in the conflict context? What supported or hindered the programme's adaptability? (Cross-cutting)

Theory of change (ToC)

- Did the ARC programme Theory of Change (ToC) and its assumptions hold true? What assumptions were challenged and what adaptations did the programme need to make from the original Theory of Change? (Cross-cutting)
- What were the (positive or negative) unintended outcomes of the programme, if any?

Involvement of project participants

- To what extent were project participants, including communities and authorities, meaningfully consulted and involved in programmatic decision-making? What, if any,

effect did this have on the relevance of the programme design to the needs and priorities of the target groups? (Cross-cutting)

#### Conflict-and-gender sensitivity

- To what extent were conflict-and-gender sensitivity integrated into design and implementation of programming? What were the main challenges and opportunities encountered for integrating conflict-and-gender sensitivity? What were the benefits of adopting conflict- and gender-sensitive approaches at different levels, including impact on communities, authorities, partners and policymakers? (Cross-cutting)

### **Effectiveness**

#### Programme results

- To what extent were the programme outcome, sub-outcomes and outputs attained against the planned targets/milestones?

#### Programme strategies

- What programming strategies were particularly effective, which were not and why? (e.g. small and micro-grants modalities, community action groups (CAGs), SUDIA Community communication system (CCS), State-level conference, Regional Working Group (RWG) and Framework Group (FWG) and etc.).

#### Linking different levels of programming

- How effectively were local-, state- and regional-level activities linked to one other, and to what extent did they feed in to national- and international-level advocacy? (Cross-cutting)

#### Learning and research

- How effective were learning and research efforts advanced through the programme, including cross-country learning? (Cross-cutting)

#### Partnership

- How effective was the Saferworld ways of working with partner and partnership modality? How were partners involved in project and budget design, implementation and management? (Cross-cutting)

### **Impact**

- To what extent did the programme contribute to address the political and socio-economic root causes of armed conflict and instability in Sudan? (Cross-cutting)

### **Sustainability**

- To what extent are programme gains likely to be sustained and why? How successful were efforts to build the capacities and legitimacy of community structures and partners to conduct peacebuilding work? (Cross-cutting)

### **Methodology**

The evaluation will use an inclusive approach that involves all programme stakeholders, in order to generate diverse views on the programme's performance, and take into consideration the local context and cultural sensitivities. The evaluator will integrate Saferworld's approach to outcome harvesting to understanding what changes in behavior, relationships and practices have taken place as a result of our work, what the significance of those changes are both in the short and long term and the extent to which the actions of Saferworld and its partners can be said to have contributed to those changes. The evaluator will use the following as the main source of data:

**Desk Review:** The evaluator(s) will review and analyse evidence already collected to assess the programme progress towards expected results, and test this against our Theory of Change (ToC). The evaluator will be required to draw on a range of internal programme

documentation. These includes proposal documents, donor annual and partner reports, outcome harvested, FWG reports, learning products, partner micro/small grant proposals and reports, research reports, national-level advocacy strategy document, partners review and feedback reports and etc.

**Focus Group Discussions (FGDs):** Focus group discussions will be conducted with community members including women, youth, IDPs and other vulnerable groups in conflict and gender sensitive manner to receive feedback on how our beneficiaries and stakeholders perceived the programme. The assignment will require travel to some selected programme locations to carry out focus group discussions.

**Key Informant Interviews (KIIs):** Interviews will be conducted with Saferworld staff, field based project coordinators, selected partners, community representatives and leaders, and relevant stakeholders with whom we were working. The assignment will require travel to some selected programme locations to carry out interviews.

**Outcome Harvesting:** Throughout project implementation Saferworld and partners gather evidence of relevant outcomes through a participatory process known as outcome harvesting (OH). As part of this assignment, the consultant will systematically review evidence collected through OH, and collect complementary primary data through KIIs and FGDs that will enable them to verify and/or reject, and further substantiate, the harvested outcomes.

In order to generate insights and learning that are applicable to both the Sudan and Somalia ARC programme teams and beyond within Saferworld, the evaluator may be asked to harmonise some approaches and methods with those adopted in the concurrent Somalia ARC evaluation, particularly with respect to cross-cutting key evaluation questions.

### **Saferworld role and responsibility**

Saferworld will manage and oversee the evaluation process and will provide advice on each of the deliverables. Sudan Country Director (CD) will approve each of the deliverables from the evaluator, following internal quality assurance. Saferworld will avail all project documents to the evaluator, including proposal documents, donor annual and partner reports, outcome harvested, Framework Group reports, learning products, partner micro/small grant proposals and reports, research reports, national-level advocacy strategy document, partners review and feedback reports and etc. Saferworld will coordinate with the consultant(s) to arrange interview with the selected Saferworld and partner staff in Khartoum. Saferworld also will coordinate with the consultant(s) to conduct interviews and FGDs with community representatives, partners, authorities in selected field locations.

Saferworld will facilitate transport for the consultant(s). Saferworld will not provide personal computers and the consultant(s) has to use his/her own computer. All necessary logistical arrangements for the consultant(s) will be coordinated through Saferworld logistics department. The chosen consultant(s) will closely work and coordinate with the Monitoring Evaluation and Learning (MEL) Advisor with the support from Programme Manager, Grant Manager, MEL coordinator and Project Coordinators in the planning and implementation of the evaluation.

### **Evaluator(s) role and responsibility**

- Prepare a coherent plan for the evaluation, to include methodology, evidence review, further data-collection and analysis, proposed consultation with implementing partners, project staff and primary stakeholders, timetable for fieldwork and reporting, and proposed initial draft and feedback process.
- Conduct a desk review of existing documentation these includes: proposal documents, donor annual and partner reports, outcome harvested, Framework Group reports, learning products, partner micro/small grant proposals and reports, research reports,

national-level advocacy strategy document, partners review and feedback reports and etc.

- Design a methodology and tools for data collection for assessment against the agreed key evaluation questions (potentially in collaboration with Somalia ARC evaluation team, see above)
- Organize and facilitate training workshop for data collectors and other evaluation team members (if any) on evaluation implementation, including the evaluation protocol and tools to be used and pilot testing of the tool, and on research ethics and safeguarding for all team members involved in primary data collection
- Develop a clear plan for field visits to collect required data in accordance with the selected methodology.
- Conduct the evaluation in the selected programme locations as per the plan and agreed methodology.
- Collect and analyse available secondary data to triangulate the evaluation findings.
- Based upon a reading of the programme documents, propose any additional topics or issues for analysis in the end of project evaluation.
- Analyse and interpret data to develop a comprehensive evaluation report.
- Share key findings and insights from the evaluation with relevant Saferworld and partners staff through consultations, including a validation and a feedback meeting and reflection session.

### Deliverables and outputs

This end-of evaluation is expected to take place from November 2021 to end of January 2022. Based on the timeline below, the total time required to complete this evaluation is 45-days.

S/No	Activity description	Time allocated	Deliverables
1	Initial briefing meeting with Saferworld Sudan team.	0.5 days	
2	Desk review of existing programme documents including proposal document, donor annual and partner reports, outcome harvested, Framework Group reports, learning products, partner micro/small grant proposals and reports, research reports, national-level advocacy strategy document, partners review and feedback reports and etc.	5 days	- Inception report - Data collection tool
3	Interviews with Khartoum-based staff. This includes Programme Manager (PM), Grant Manager (virtual), MEL adviser (virtual), MEL coordinator, PAC Coordinator, Framework Coordinator and selected partners staff including SUDIA.	5 days	
4	Field visits in Eastern Sudan: interviews and focus group discussions with Saferworld and partners staff, community representatives and relevant stakeholders.	7-days (including travel days)	
5	Field visits in Darfur: interviews and focus group discussions with Saferworld and partners staff, community representatives and relevant stakeholders.	7-days (including travel days)	- First draft evaluation report

6	Writing up evaluation report and submit the first draft report in English.	14 days	
7	Validation workshop: facilitate validation meeting to share key findings and insights from the draft evaluation report with relevant Saferworld and partners staff including SUDIA.	1 day	
8	Incorporate Saferworld and partners feedbacks (both written and from the validation workshop); and submit revised evaluation report.	5 days	- Revised evaluation report
9	Reflection session: disseminate key learning including cross-cutting issues, recommendations and feedbacks on overall evaluation process with relevant Saferworld and partners staff.	0.5 days	- Final evaluation report - PowerPoint presentation and - Annexes

### Management and timing

The end-line evaluation work schedule is outlined above. The overall evaluation process should be completed by the end of January 2022. All the preparation work, including the final inception report and data collection tools should be completed in November and field visit and data collection should be started from the first week of December 2021.

This is provisional and contingent upon the security situations and availability of partners and staff. In the event that Covid-related government restrictions on social mixing and travel render in-person data collection impractical or impossible, it is expected that the consultant(s) will work with Saferworld to devise an appropriate alternative plan involving remote data collection. The consultant(s) must adhere to Saferworld's security and safety and safeguarding policies, and provide requisite support to any field research assistants engaged through the assignment to ensure that they adhere to the same. Saferworld and partners will support the consultant(s) during the visits with logistics, translation, contextual information and security briefings.

### Profile of consultant(s)

- 5 years' experience of leading evaluations and in designing and administering evaluations of peacebuilding and community security projects in conflict settings;
- Strong experience and capacity in facilitating qualitative, participatory data collection methods, including FGDs and KIIs, at the community and administrative levels;
- Practical experience in monitoring and evaluation approaches.
- Practical experience in Outcome Harvesting (desirable)
- Experience managing a diverse team and providing capacity building and training support, and ability to mobilise any field research assistants considered necessary to assist with data collection in the project network;
- Practical knowledge of the OECD DAC Criteria for Evaluating Development Assistance;
- Ability to manage highly confidential and sensitive information;
- Experience managing projects in complex and dangerous environments;
- Experience working in active conflict environments;
- Experience of producing high-quality, credible reports and facilitating processes for learning from evaluations;
- Excellent English written and verbal communications skills;
- Knowledge of Arabic is a bonus;
- Eligibility to travel to project locations; and
- Sound knowledge of Sudan is desirable.

## **Application Process**

Saferworld invites expressions of interest from teams or individuals with the required skills and experience.

Saferworld is seeking a suitably qualified and experienced consultancy team or individual with a strong track record in conducting end-of-project evaluations for Addressing Root Causes of Conflict (ARC) programme.

The expression of interest should comprise:

- An expression of interest (5 pages max)
- Capacity and experience to meet the requirements of the ToR (short CV for all team members, cover letter and samples of previous work carried out by the lead consultant that are relevant to the assignment).
- A broad outline of the approach that you would use to review the programme (2-3 pages max), including a description of the team management structure and roles of each team member if applicable
- Indicative budget (0.5 page) covering daily rate(s) and any other related evaluation costs. Rates should be in USD and inclusive of VAT.

Please submit completed expressions of interest with all supporting information to [jobs@saferworld.org.uk](mailto:jobs@saferworld.org.uk).

**The deadline for submission is 25 October, 2021.** Your e-mail must have the subject heading indicating **Saferworld Sudan ARC programme evaluation**. Only selected evaluator(s) will be contacted about the outcome of their applications.