Terms of Reference
Final Evaluation
Plateau Will Arise!: Building an Architecture for Peace, Tolerance and Reconciliation

1. Context

About Search for Common Ground
Search for Common Ground was founded in 1982 and works to transform the way the world deals with conflict away from adversarial approaches and towards collaborative problem solving. SFCG operates in 30 countries worldwide including 15 sub-Saharan African. SFCG has worked for nearly 10 years in Nigeria with offices in Abuja, Jos and Port-Harcourt.

About the project
Search for Common Ground (SFCG) secured an 18-month grant from the European Union under the Instrument Contributing to Stability and Peace (IcSP), formerly called the Instrument for Stability (IfS), to carry out an action called Plateau Will Arise! (PWA), the project has been extended by 6 months under the No Cost Extension. The project is being carried out conjointly with the Community Action for Popular Participation (CAPP) and the Jos Repertory Theater (JRT) and in partnership with the Office of the Special Adviser on Peacebuilding and the Plateau Peace Practitioners Network (PPPN).
The overall goal of the project is to build an active, locally owned and inclusive peace architecture in Plateau State. The PWA! Project targets stakeholder’s including community residents and leaders, religious leaders, civil society, government officials, and security forces in eight local government areas: Jos North, Jos South, Riyom, Barkin Ladi, Bokkos, Qua’an Pan, Shendam and Wase.
The following table depicts the results framework including the goal, objectives, expected results and activities.
OVERALL OBJECTIVE: Building an active, locally owned, and inclusive Peace Architecture in Plateau State

O.S. 1: Improved climate of peace in 8 Local Government Areas

ER1.1: Key local actors, including women, in eight strategic communities have enhanced knowledge and undertake initiatives to address conflicts

ER1.2: Public attitude is favourable towards a peaceful resolution of conflict are reinforced

ER1.3: increased numbers of successfully resolved conflicts in eight strategic communities

ER1.4: Examples of successfully resolved conflicts contribute to the success of other local peace processes

Act 1.1.1: Identification of Sites, Conflicts and Mapping of key actors in 8 LGAs
Act 1.1.2: Advance Conflict Resolution Training Workshop for key local leaders
Act 1.1.3: Transformation Leadership Training for key women leaders
Act 1.1.4: TOT and Step –down training for real-time conflict resolution within LGAs
Act 1.1.5: Developing local conflict response strategy by key local leaders
Act 1.2.1: civil-society led EWS, report ad disseminating
Act 1.2.2: Airing of rapid responses on radio to debunk rumors and manipulation
Act 1.2.3: Re-furbishing and broadcasting existing TV programs
Act 1.2.4: Producing and airing child oriented radio drama series
Act 1.3.1: Planning and implementing local dispute resolution processed by local leaders
Act 1.3.2: Accompanying actions within communities to enhance visibility and viability of local dispute resolution processes
Act 1.4.1: Documenting of local peace process as Multimedia case studies

O.S 2: Role of the State to provide security for population is strengthened.

ER2.1: Security forces ability and government officials with a peace building mandate have enhanced ability to analyses and to respond to conflicts commensurately

ER2.2: Mutual understanding of situations which create conflicts between civil society, government and security actors is enhanced.

Act 2.1.1: Developing a Capacity Building and Trainings Plan for Security Actors and State Government
Act 2.1.2 Conflict Resolution Trainings for security
Act 2.1.3: Training in Conflict Mainstreaming skills for key government officials
Act 2.2.1: “Peace Architecture Dialogues”: Civil society security actors and state government Problem-Solving Discussions

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In addition to the above mentioned activities, two new activities (under OS 1.) will be included under the No Cost Extension and they are

1. Support to Peaceful Elections Campaigns and Initiatives
2. Support to Community Security Architecture to Develop and Implement Violence Prevention Strategies during the elections

2. Objectives of the evaluation

Objectives of the evaluation
SFCG is seeking an evaluation expert to perform an end-of-program evaluation of the PWA project. The objectives of the evaluation include:

- Assess the impact of the project by assessing the change in the conflict and peacebuilding context and the contribution of the project to those changes
- Collect the end-line indicators of success
- Draw lessons learned from the project experience; and
- Provide recommendations for an anticipated second phase of the project

The evaluation will be used by the project partners - SFCG, CAPP, and JRT - to inform programmatic approaches in future programming. The evaluation will also be shared with the European Union, other implementing organizations under IcSP, and key stakeholders in Plateau State including the Plateau State government, civil society groups, and other project participants. The evaluation – with sensitive details redacted – will eventually be published on SFCG’s website and shared with other learning networks in order to enhance the broader field of peacebuilding in Nigeria and the world.

Evaluation questions
The evaluation should look at the impact of the project by analyzing the short- and long-term effects of the project, including positive, negative, intended, and unintended effects. These effects can be measured at different levels and should flow the “results chain” (inputs →outputs → outcomes →impacts). The following are the key questions to be answered by the evaluation

1. Has the project succeeded in increasing knowledge and skill of project participants in targeted communities to successfully develop and implement strategies to peacefully resolve conflicts?
2. Do citizens in Plateau State have a better understanding of the drivers of conflict, a more favorable attitude towards the idea that they can be peacefully resolved as a result of the projects media activities, and a greater sense of safety?
3. How has the relationship between government officials, civil society, and security officials changed in regards to working together to understand and respond to conflict?
4. Do traditionally marginalized groups (children, youth, women, and persons with disability) have a greater voice in peacebuilding processes as a result of the action?
5. How have the conflict dynamics in the state changed over the course of the project and has the project effectively responded to these changes?

Additionally, the evaluation is expected to provide figures about the level of progress for the project’s indicators, namely:

- % of participants and non-participants in and around targeted areas who cite improvements in intergroup relations attributed to the project
- # of Conflicts resolved as a result of the project activities cited by participants and non-participants in the target areas for project implementation by the end of the project
- % Civil society and Government leaders who can cite specific real-world examples of improved skills or coordination attributed to the project
- # of local peace processes successfully completed by the end of the project
- % of population who cite the state as the number 1 actor who ensure their security
- % of organizational capacity development benchmarks attained by partner organizations
- % of workshop participants who cite examples of specifically applying workshop skills two months after training
- % of population listening to peace media programming; quality assessed
- % of listeners of SFCG radio programs who are in favor of peaceful means to solve conflict
- % of Staff of Government agencies with a peacebuilding mandate who feel more able to analyze and respond to conflict than 1 year ago
- % of Staff of security forces who feel more able to analyze and respond to conflict than 1 year ago
- % of participants who states that coordination mechanism is “useful” or “very useful”
- # of technical assistance request met on time and satisfactorily
- # of times learning documents (evaluations, case studies) presented or shared.

**Methodology**

The SFCG approach to evaluation is grounded in the guiding principles of our work: participatory; culturally sensitive; committed to building capacity; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context. In addition, the standards of utility, feasibility, propriety and accuracy developed by the American Joint Committee on Standards for Evaluation will be adhered to.

The evaluator should take a collaborative approach with the SFCG team in order to develop and refine the evaluation methodology.

The evaluation should use a mixed approach methodology, both qualitative and quantitative, using tools such as:

- Focus group discussion
- Key informant interviews
- Surveys
- Listenership/viewership survey
• Literature review of documentation collected during the project including training pre- and post-training surveys, mid-term evaluation – including listenership survey – and a conflict mapping study conducted at the beginning of the project.

The evaluation should target community residents, including participants and non-participants, program partners, key stakeholders at both the state and local government level including government officials, community leaders, civil society groups, and security actors. The evaluation should be conducted in four (4) of the targeted local government areas where the mid-term evaluation was conducted.

The application should include a detailed proposal of the methods to be used and the scale of the study (i.e. number of survey to be administered or interviews conducted) necessary to effectively answer the evaluation questions.

**Deliverables**

The expected final evaluation deliverables are:

• An evaluation plan detailing a proposed methodology (in line with the evaluation methodology stated above), evaluation matrix and written evaluation tools, to be approved by SFCG before starting data collection;
• A draft evaluation report for review by SFCG staff and other stakeholders
• A Final Report (30 pages max in length, excluding appendices) that consists of:
  o Executive summary of key findings and recommendations
  o Table of contents
  o List of acronyms
  o Research findings, analysis, and conclusions with associated data presented. The report should be structure around the main objectives / evaluation criteria
  o Recommendations for future action
  o Appendices, which include detailed research instruments, list of interviewees, terms of references and evaluator(s) brief biography
• A PowerPoint presentation of the report
• Databases of the evaluation data
• A short summary report (5 pages) meant to be shared with audiences outside SFCG

**Logistical Support**

SFCG will provide the following logistical support

• Background materials (project proposal, meeting notes, monthly project reports, etc.)
• Quantitative and qualitative documentation of project activities (activity reports, access to evaluation sheets and other monitoring databases, baseline conflict assessment report, mid-term evaluation report and databases, etc.)
• List of participants and partners Interviewees (and their contact information)
• Field visit logistics (travel cost, car, driver, translation services)
• Meeting arrangements with stakeholders and beneficiaries including venue and transport
• Printing of surveys and other evaluation tools

Timeframe

Preparations for the evaluation will begin in April 2015 with data collection to occur in May 2015. A draft report should be provided in May 2015. SFCG will provide feedback in May and a final report is expected by June 12th 2015.

Requirements of consultant

SFCG has the following requirement from the evaluator:

• Proficiency in English
• More than 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups
• Experience working with international organizations
• Experience conducting large-scale quantitative surveys
• Knowledge and experience in using data analysis applications like SSPS
• Experience working with the European Union funded projects
• Understanding of and experience working with human rights, governance, media, and peacebuilding organizations/projects
• Evaluation methods and data collection skills
• Ability to be flexible with time and work schedule
• Conflict resolution/peacebuilding experience
• Experience with the Nigerian context preferred

The consultant is required to respect the following Ethical Principles:

• Comprehensive and systematic inquiry: Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.
• Competence: Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.
• Honesty and integrity: Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the

1 Adadapted from the American Evaluation Association Guiding Principles for Evaluators, July 2004
negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.

- Respect for people: Consultant respect the security, dignity and self-worth of respondents, program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.

In addition, the consultant will respect SFCG’s evaluations standards, to be found in SFCG’s evaluation guidelines: http://www.sfcg.org/programmes/ilt/dme_guidelines.html

**Applications**

To apply, please submit the following information to Nigeria@sfcg.org and vcorlazzoli@sfcg.org no later than April 17, 2015:

- Technical offer detailing the methodology, timeframe and size of the evaluation team proposes (max 7 pages);
- Biography of the evaluation team demonstrating relevant experience/knowledge (max 10 pages)
- Financial offer (in Excel) detailing evaluation budget (including cost specified above to be covered by SFCG); and
- Three references of organizations who can testify to the quality of the Consultant’s work.