Terms of Reference (TOR)

Tomorrow is a New Day, Phase II: Building a Peace Architecture in the Niger Delta for 2015 and Beyond

Mid Term Evaluation Study

May 2015
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1.0 DESCRIPTION OF ASSIGNMENT

Search for Common Ground (SFCG) wishes to secure the services of a consultant/consulting firm to undertake a mid-term review of the EU-funded project “Tomorrow is a New Day Project” (TND II). This Terms of Reference is developed to guide the exercise through commissioning the task to a consultant with demonstrated proficiency.

2.0 Context

About Search for Common Ground

Search for Common Ground (SFCG) is an international non-profit organization operating in 30 countries whose mission is to transform the way the world deals with conflict away from adversarial approaches toward cooperative solutions. Our headquarters are in Washington D.C., United States and in Brussels, Belgian and we have offices in 34 countries around the world.

We began working in Nigeria in 2004 to encourage understanding across ethnic and religious lines in Nigeria. We facilitate inclusive dialogue and collaborative decision-making on important issues such as accountability, corruption, transparency, and peaceful conflict resolution. To do this, we work with media, academic, government, and local partners. Today, our Nigerian-led team includes more than 30 staff members working out of offices in Abuja, Jos, and Port Harcourt.

Tomorrow is a New Day, Phase II: Building a Peace Architecture in the Niger Delta for 2015 and Beyond is the second phase of a project that took place from January 2012 to June 2013. The first phase of the project, “Tomorrow is a New Day: Supporting Community-Level Conflict Resolution and Reintegration of Ex-Militants to Promote Stability in the Niger Delta” (TND I), aimed to support community conflict resolution and reconciliation in 7 “trend-setting communities”, to leverage changes in these communities to influence conflict dynamics across the Delta region and to facilitate access to information and dialogue inclusive of marginalized and alternative voices in the Delta. The second phase of the project called TND II is aimed at scaling up this project by building on the successes of the first phase.

3.0 About the project

Funded by the European Union, the project Tomorrow is a New Day, Phase II: Building a Peace Architecture in the Niger Delta for 2015 and Beyond (TND II) is implemented by Search for Common Ground (SFCG) in partnership with the following Nigerian partners: the Centre for Environment, Human Rights and Development (CEHRD), the Community Initiative for Enhanced Peace and Development (CIEPD), the Citizens Direct Network (CDN), the Leadership Institute for Transformation and Empowerment – Africa (LITE-Africa) formerly known as NIDPRODEV and the Institute for Media and Society (IMESO).

The main goal of this 24 months period project – April 2014 to April 2016 – is to ensure long-term stability and functioning peace architecture in the Niger Delta for 2015 and beyond.
The first phase of the project was implemented in seven trend-setting communities in three Niger Delta states: Okrika, Ogu and Kpor (Rivers State), Oporoza and Koko (Delta State), Amassoma and Kaima (Bayelsa State). In the second phase, five new communities were added: Ogbia (Bayelsa State), Uzere (Delta State), Omoku (Rivers State), Azumini (Abia State), and Amairiosusu (Abia State). Those communities have been selected on the basis of their diversity in several key aspects including the size of the communities, the conflict history and legacy, the number of ex-militants in the area and the relationship between these and the communities and between the security forces and the communities.

SFCG works with partners at the community-level, local authorities, and at the state-level to support locally-driven conflict transformation, reduce tensions among youth, support the electoral process and establish strong linkages for local community decision-making and problem-solving. SFCG’s approach focuses primarily upon three key groups of individuals within each of the target communities:

- Community leaders: including local authorities, civil society, traditional leaders, local security actors, religious leaders and other respected local stakeholders. These leaders form Local Project Committees (where similar structures do not already exist), working jointly with women and youth. We train these leaders in order to strengthen their contribution to the process of encouraging social inclusion, reconciliation, and non-violent conflict resolution.

- Youth: including male and female youth, Amnesty participants as well as non-participants. Non-participants include both civilian youth, as well as militants who did not participate in the Amnesty process. We help the youth play a more active role in community decision-making, as well as focus on encouraging entrepreneurship, non-violence, and strengthened connections between Amnesty and non-Amnesty youth.

- Women leaders: targeted at the community level in order to enhance their voice and role in promoting social inclusion. We also work with mothers of ex-militants within the targeted communities, in order to address issues linked to their sustainable reintegration within the household and help them get psychosocial support as needed.

**4.0 Project Objectives/Result Framework**

See the figure next page
5.0 Evaluation Objectives
The way that SFCG conducts evaluations is grounded on the guiding principles of our work: being participatory, culturally sensitive, building capacity and valuing local knowledge and approaches. SFCG–Nigeria will apply this approach to the TDN II mid-term evaluation, which will be carried out in consultation with key relevant stakeholders, including local partners and, where appropriate, community groups or key civil society individuals.

The objective of the mid-term evaluation is to (i) evaluate the project’s effectiveness, (ii) to measure the project’s indicators and (iii) to assess the quality of the partnership among the various implementation partners, mid-way through the project.

Outcome of this analysis would be used to fine-tune the remaining project and decision making as to how activities are to be conducted, changed or strengthened.

The mid-term evaluation will assess the performance of the activities implemented by SFCG at mid-term. These activities mainly fall under the project’s Objective 1, 2 and the cross-cutting objective:

- TND II Objective 1: Culture of non-violence in the region is enhanced through a collective, inclusive vision of reintegration and increased local capacities
- TND II Objective 2: Increased participation of community members in ensuring a peaceful and credible 2015 electoral process in targeted regions
- TND II Cross-cutting objective: Capacity and knowledge to implement this kind of programming is reinforced

The evaluation will assess the specific project indicators of the activities undertaken in line with the aforementioned objectives.

6.0 Evaluation questions
More specifically, it is expected that the Consultant answers the following evaluative questions:

A. About the Effectiveness of the Project

- The level of implementation of all activities so far (number of activities implemented vs. how many are supposed to be completed by the end of the project)
- What level/type of achievement has the project attained when compared with the baseline status?

- About the Level of Reach of the TND II Indicators

  **Output Indicators**

  *(To be retrieved from Available Progress reports/Routine data reports during the desk review)*
- Number of trainings/meetings/productions/activities disaggregated by type and title of activity
- Number of participants/viewers (disaggregated by target group and gender)
- Percentage increase in knowledge after key activities (trainings, workshops, dialogue sessions, e.t.c)
- Number of times the Team series was aired
- Number of technical assistance requests by implementing partners which were met on time and satisfactorily.

**Outcome Indicators (To be retrieved from the field surveys/FGDs/KII's)**

- Proportion of persons/citizens who are aware of the TND II activities in the Niger Delta Region
- Proportion of community residents and local authorities can cite specific real-world examples of improvements to conflict resolution attributed to the project.
- Proportion of citizens can cite "unique" and "appropriate" information about elections received through the programme's civic education activities
- Extent to which citizens/community leaders have imbibed the peaceful approach to election participation through concerted efforts of the TND II project
- Percentage of workshop participants who cite examples of specifically applying workshop skills two or more months after training (conflict transformation, transformational leadership, mediation and dialogue, Journalism training, as well as advocacy trainings).
- Implementing Partners staff who gained significant knowledge on how to improve their work especially after the Field Officers’ Forum (FOF)
- The improved quality of project performance resulting from established coordinating bodies (PIG, PAG and LPCEN)
- Specific contributions of the LPC in facilitating community dialogue and mediation of conflict issues two months after been trained
- Extent to which key lessons from the Team TV program is useful to soften community tensions.

**B. About the quality of partnerships**

- Are there significant synergies between SFCG and its Implementing partners in implementing the TND II project activities across the communities (orientation style, collaboration with relevant stakeholders, beneficiaries, mobilization and immediate results/output)?
7.0 Methodology
7.1 A Mixed Methodology
SFCG will use a mixed methodology, which will collect both qualitative and quantitative data. Data will be collected through the following activities: surveys, literature review, focus group discussions and Key informant interviews. A specific tool will be designed for each specific activity and will be adapted to each specific target group. Tools include:

- Focus group discussion guide (Semi open-ended questions)
- Open-ended questions key informant interview guides
- Close-ended questions survey questionnaire

7.2 Geographic scope of the Evaluation/Sample Size
For the purpose of this evaluation, seven (7) communities out of the twelve SFCG implementing communities would be assessed namely Ogu and Omoku (Rivers), Azumini and Amairi-osusu (Abia), Ogbia (Bayelsa), Uzere and Koko (Delta) states. The population of most of these communities are unknown since the last census were basically compiled by Local Government Areas such as Ogbia LGA which recorded approximately 179,925 persons.

Population projections for the communities based on organizations working in these communities range from approximately 9,000 to 32,000.

With a confidence level of 95% and a confidence interval (margin of error) of 9.75, the acceptable sample size for the field surveys will be a Hundred (100) respondents per community resulting to a grand total sample size of Seven hundred (700) across all 7 communities cumulatively. (Note: Children below 18yrs of age will be excluded further reducing the margin of error)

A fixed number of FGDs and KII s to be employed will be determined after the design of the evaluation matrix by the consultant.

To also ensure that the survey sample size is truly representative of the target population, the stratified random sampling technique will be used to delineate participants by age, gender and key target groups; This will also infer as the population target for the evaluation, thus:

<table>
<thead>
<tr>
<th>Independent Target Group for Evaluation</th>
<th>Survey sample population</th>
<th>Percentage Representation/ Sample size distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community/Women leaders/CDC</td>
<td>Youths (18 – 39 years)</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>(Militant &amp; non-militant youths)</td>
<td></td>
</tr>
<tr>
<td>LPC members</td>
<td>Adults (40 and Above)</td>
<td>50%</td>
</tr>
<tr>
<td>IRC board members, staff and Volunteers</td>
<td>Women</td>
<td>45%</td>
</tr>
<tr>
<td>SFCG staff</td>
<td>Men</td>
<td>55%</td>
</tr>
<tr>
<td>Implementing Partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Donor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In cases were some respondents are hard to reach such as the ex-militants, the snowballing technique may be used to identify and assess them.
7.3. A Four Phase Process
In order to collect the data, the evaluator is expected to apply a four phase’s process: the preparatory stage, the stage of data collection and analysis stage.

7.3.1. Phase 1: Preparatory stage
- **Desk Review:** A desk review of relevant project documents or sources would be conducted. Key documents to review include: project proposal, project logical framework, the project Phase 2 baseline report, external November 2014 EU evaluation report, the project’s Phase 1 final evaluation report, the project’s Phase 2 monthly and quarterly activity reports, media monitoring reports, Attendance sheets, Pre-Post test scores and evaluation forms.

- **Evaluation matrix and tools development:** A detailed evaluation matrix will be produced by the consultant; which will inform the design of the various evaluation tools. The evaluation matrix and tools (Survey questionnaire, FGD and KII forms) will be part of the inception report that the Consultant will submit to SFCG for approval prior to moving forward in the evaluation process.

- **Recruitment and training of data collectors:** Data collectors would be recruited by SFCG through an internal advertorial process. During the preparatory stage, a two-day training of data collectors and supervisors will take place at SFCG’s office under the consultant’s leadership and the evaluation tools would be field-tested before being finalized.

7.3.2. Phase 2: Data collection
It is expected that the Consultant sets up a strong data quality insurance process to avoid errors during data collection or data entry.

- **Survey:** Data collectors will be responsible for administering the questionnaires while the supervisors (mainly SFCG Management staff) would supervise the data collectors and ensure that data collected are accurately complete before turning them in to the data entry officers to input electronically. The consultant will spearhead the entire process, ensure that coding systems and other ethical standards are incorporated into data management so as to ensure confidentiality and quality of data.

- **The exact number of Key informant interviews and focus group discussions will be established upon completion of the evaluation matrix.**

- **The focus group discussions will gather a homogeneous group of 8 to 10 people with similar background (i.e. women; local leaders; youths; SFCG/IP staff, etc.).** A specific semi-open ended focus group discussion guide should be designed for each independent category of people targeted by the evaluator. FGDs held with female participants should be facilitated by a female member of the team. A key informant interview guide using semi-open ended questions will be designed to triangulate data
gathered in the focus groups and in the Literature review. The LPC members will serve as translators

- Interviews should be conducted in each of the seven communities targeting key participants of TND II activities and community influencers

7.3.3. Phase 3: Data analysis
The data collected will be analyzed and used in order to write the report of the Mid-term evaluation study. Data collected on the field will be entered by the Field Officers or data collectors who would be recruited for this purpose under the supervision of the consultant. SFCG expects the Consultant to ensure that the evaluation reports meet the objectives as stated in those TOR, that all indicators data be presented and that clear answers to the evaluation questions appears in the report.

7.3.4. Phase 4: Consultative Forum for Report Validation
Before, during and after the evaluation exercise, the consultant would identify avenues to engage with the project implementation and other relevant stakeholders. Beyond this, dedicated day(s) would be set apart to meet with relevant stakeholders spear headed by SFCG to share the findings of the evaluation and for groups to reflect and brainstorm on the way forward, integrating recommendations and how to enhance the project for sustainable results. A draft Mid-term evaluation report which will be prepared by the Consultant and shared during the validation forum for feedback comprising of SFCG management staff and Field Officers, Co-applicants representatives, LPCEN who will serve as community representatives and possibly an EU representative. The findings of the report will help in guiding the implementation of the remaining part of the project's activities and will be posted on the project website.

8.0. Expected Deliverables
Expected deliverables include:
- An inception report, including an evaluation matrix and evaluation tools;
- All field data (survey findings, notes from the interviews and focus group discussions)
- Data Analysis
- A first draft report
- A presentation of the preliminary findings during the validation forum
- A final draft report

9.0. Ethical Considerations
The survey will take consideration of the rights of participants in line with the ethical codes and guidelines of research. Participant will be asked to provide their consent and made aware that their identities would not be revealed. Cultural rights will be respected; minors below 18 years of age would not be assessed while collected data would be protected for confidentiality all through the data management process.
10.0. Supervision of the Consultant and approval of deliverables
The consultant will be under the direct supervision of the Project Manager. During the evaluation process, the consultant will work closely with the DM&E Manager.

The deliverables will be reviewed and approved by the Project Manager, DM&E manager as well as by SFCG’s Institutional Learning Team (ILT).

11.0 Timeframe
- The consultant would work for a minimum of twenty (20) days and a maximum of thirty (30) days comprising of desk review, design of data collection tools and evaluation matrix (as part of the inception report), training for data collectors/survey process, data collection, report writing and validation of reports with relevant stakeholders.
  - Phase 1: Within the 1st week of August 2015
  - Phase 2: Within the 2nd week of August 2015
  - Phase 3: Within the 3rd to 4th week of August 2015
  - Phase 4: Within the month of September 2015

12.0. Confidentiality and Proprietary Interest
The consultant/consulting firm shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or TND II project without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of SFCG.

13.0. Consultant’s Qualification
(a) Qualification/Skills
- The Consultant/firm must have a good track record in conducting evaluations of development or peacebuilding projects (at least 5 years of experience for the main evaluator(s) ).
- The Consultant should possess at least a Masters degree in Peace and Conflict studies, Sociology/Anthropology, Demography/Statistics, Political Science/International relations, Gender/Development studies or related disciplines.
- Proven experience of facilitating focus group discussions as well as integrate/proffer cogent recommendations
- Experience conducting large-scale quantitative surveys
- Experience conducting evaluations in Nigeria. Experience conducting evaluations in the Niger delta would be an asset
- Excellent command of English. Knowledge of Pidgin English among the evaluation team would be an asset
- Excellent language and report writing skills in English
• Previous experience of evaluating EU-funded project would be an asset

• Working Knowledge of common statistical software packages (e.g. Excel, SPSS, SAS, STATA, EPI Info, ATLASi) would be an asset

14.0. Evaluation Surveyors/Data Collectors/Data Entry Officers’ Qualification

a) Qualification and skills

• Bachelor’s degree in Demography, Statistics, Sociology, Economics, Business administration, Political science or related social science field.

• A professional experience in Organizational development and operations research will be an added advantage.

• A minimum of 1 - 2 years relevant professional experience in community level development programmes notably in data collection, monitoring and/or evaluation of donor funded programmes

• Knowledge of conducting surveys and evaluation techniques

• Strong understanding of the Niger Delta terrain and possibly the community of assignment.

• Must possess strong interpersonal and probing skills, diplomacy and tact to effectively communicate with all concerned stakeholders and survey respondents from diverse cultural and professional backgrounds;

• Good communication and writing skills including the development of reports

• Experience working on projects in the area of democratic governance would be an added advantage.

• Working Knowledge of common statistical software packages (e.g. Excel, SPSS, SAS, STATA, EPI Info) would be an added advantage

• Must have good written and spoken English as well as a good command of the local Pidgin English prevalent in the Niger Delta

• Ability to speak the local language of the community would be an asset
15.0. How to Apply
Interested persons who meet the minimum requirements stated in this TOR or interested firms with renewed license and TIN must submit the following documents to demonstrate their qualifications:

- Technical proposal explaining why the individual/firm is the most suitable candidate for the work and providing a brief methodology on how H/she will conduct the work (including workplan with a dateline). No more than 5 pages.
- CV of the consultant earmarked for the assignment comprising of past experience in similar projects with at least three references.
- Financial Proposal should state consultant’s expected professional fees per day. Travel costs in the project area would be reimbursed separately according to SFCG’s rates. Kindly use Excel format.

All listed documents above should be submitted to the following email addresses: {cbagu@sfcg.org, cemehe@sfcg.org and codiakosam@sfcg.org} on or before the 31st July 2015 with the subject title: Evaluation Consultant TND II.

SFCG will consider the factors of financial expectations, expertise and availability when selecting applications.