Terms of Reference

Final Evaluation for “Communicating for Peace in South Sudan: A Social and Behaviour Change Communication Initiative”

1. Context

Country Context
After state security forces allegedly uncovered a plot to overthrow South Sudan’s first president and member of the Dinka ethnic group, Salva Kiir, in December 2013, violence erupted in the northern part of the country and quickly spread to seven out of ten states in South Sudan. The coup – supposedly led by former vice president Riek Machar, a Nuer from Unity State – has exacerbated historical grievances, prompted violence along “tribal” lines, weakening the country’s nascent sense of “nationhood.” This most recent conflict threatens to have long-lasting humanitarian and social consequences for a state still recovering from decades of violence.

More than two years after the initial crisis sparked the current ongoing conflict, violence between warring parties and other armed groups in South Sudan persists and has even spread to additional states. Although, a peace agreement was signed in August 2015, between both Salva Kiir and Riek Machar, the implementation of the agreement are being contested, making the existing fragile peace process all the more tenuous. Over 1.6 million South Sudanese have been internally displaced since the current crisis sparked in December 2013 and more than 622,500 have sought refuge in neighboring countries.1

Intervention Summary
In June 2014, Search for Common Ground (SFCG) and the United Nations Children’s Fund (UNICEF) supported by USAID, signed a Programme Cooperation Agreement (PCA) for the project entitled “Communicating for Peace in South Sudan: A Social and Behaviour Change Communication Initiative.” Under the management and technical support of Communications for Development (C4D) and Peacebuilding, Advocacy in Education (PBEA) respectively, the project sought to promote social cohesion and the peaceful resolution of conflicts while building resilience amongst individuals and communities in South Sudan. The project had two primary branches of activities targeting youth and youth influencers: (1) radio programming and (2) outreach activities. Targeting children and youth in particular, as well as key groups such as parents, teachers, and community leaders, the project also sought to reinforce attitudes, behaviors, and social norms conducive to social cohesion and resilience against conflict. Outreach activities targeted youth influencers (i.e. media, religious leaders, community leaders) through workshops, trainings, and interactive

1 UNICEF South Sudan Situation Report No.66 27 August 2015
discussions on conflict sensitivity and peacebuilding messaging to contribute to an enabling environment in which knowledge gained through radio programming can support attitude and behaviour change. Radio programming was also carried out in partnership with the Catholic Radio Network (CRN), a national NGO, and focused on augmenting people’s knowledge and understanding of peacebuilding and conflict resolution.

The project directly falls within Outcome IV of the United Nations Development Assistance Framework for South Sudan: *Violence is reduced and community security improves*. The **overall goal** of this project aimed to promote social cohesion, peaceful resolution of conflicts, and building resilience among individuals and communities.

The SFCG – UNICEF partnership project has the following objectives and expected results:

- **Objective 1**: Communication channels in South Sudan become a stronger national platform for diverse and constructive dialogue that promotes conflict reconciliation and peace (structural change).
- **Objective 2**: Key groups in targeted areas (including children, youth, parents, teachers, community leaders, policy makers, media, etc.) are better prepared and equipped to adopt more tolerant, positive attitudes that promote acceptance for diversity and social cohesion (social/collective change).
- **Objective 3**: Children and young people have increased confidence and attitudes favorable to managing conflict and developing constructive actions to address drivers of conflict (individual change).

In order to achieve the objectives, the project aimed to address the following six results key areas:

- **Res. 1.1** Drivers of conflict and capacities for peace at a community and individual level, are understood and inform an evidence-based Communications for Peace Framework.
- **Res. 1.2** The Media Networks and channels have enhanced institutional capacity as a national platform for diverse South Sudanese voices.
- **Res. 2.1** South Sudanese radio listeners and the public have increased access to diverse perspectives from different parts of the country promoting messages empowering constructive non-violent voices.
- **Res. 2.2** Target populations, including school-age children, youth, IDPs, and residents of flashpoint communities have opportunities to participate in local and national discussions addressing conflict drivers and promoting peace.
- **Res. 3.1** Individual community members (youth and children) in conflict-affected areas participate in a dialogue-for-collective action process.
Res. 3.2. Successful cases of children and youth-led conflict resolution emerging from the programme are disseminated as model behaviours within South Sudan, including to people in leadership.

The programme places a particular focus upon children and youth engagement in conflict transformation, recognizing the critical role that they have played as participants in, and victims of, recent violence, as well as their role in shaping the future of South Sudan as it seeks to exit from the current crisis. By focusing on national networks of non-state actors, the programme aims to contribute to the process of nation-building, and reinforces the notion of strength and unity in diversity. The Social and Behavior Change Communication (SBCC) initiative will use four key programming approaches:

- A behavioural change communications component aimed at addressing individual level drivers and triggers of conflict, which might include personal identities, the legacy of past violence and trauma, anxieties driven by the future outlook, individual perceptions and attitudes towards the “other,” etc.
- A social change communication component, aimed at fostering consensus building within and between groups on mutual interests in equity and sustainability, recognition of human needs, drivers of conflict, and unifying elements. These will be explored through consensus-building activities both using media and within communities.
- Social mobilization, by supporting and reinforcing collaborative action within the targeted communities and organizations, and uses visibility strategies to legitimate constructive actions and encourage others to emulate them.
- Common Ground Advocacy, aimed at helping diverse groups identify interest-based strategies to achieve their aims through engagement with the state and other resource-holders.

2. Purpose, Objectives, and Scope of the Evaluation

Objectives of the evaluation
This project ended on December 31, 2015. The consultant will be expected to complete the final evaluation and submit the final report within 75 days of being selected. The final evaluation will be independently led by an external consultant (individual or team).

Evaluation Goal
Evaluate both the partnerships and the impact of the overall project to achieve change at the goal and objective levels in comparison with the baseline measurements. More specifically, the final evaluation has three specific objectives:

1. Assess activity progress and measure the state of the project’s indicators after implementation of the activities;
2. Analyze the following evaluation criteria: efficiency, relevance and sustainability;
3. Extract critical lessons learned and make recommendations from this experience to inform future social and behavior change communication programming in South Sudan.

**Audience**
The primary users of the evaluation will be the SFCG and UNICEF country teams in South Sudan. Secondary consumers of the evaluation would include, programme partners, UNICEF Regional and HQ offices, government counterparts and other SFCG colleagues outside of South Sudan.

In line with SFCG and UNICEF Evaluation Policy, the evaluation report will be made publicly available on the SFCG website and from UNICEF for public consumption.

**Evaluation questions**
The evaluation questions will be developed by the external consultant on the basis of questions designed at the baseline stage of the project, and will specifically seek to identify what approaches/activities have brought good results, and what has been less efficient, relevant or sustainable – comparing experiences in two-three of the implementation sites.

The evaluation objectives (defined by the OECD-DAC criteria) and relevant research questions includes the following:

**Effectiveness:**
1. What changes, intended and unintended, have occurred in the target population?
   a. To what extent have the intended results been achieved?
   b. To what extent did SFCG media-based programming achieve “Reach, Resonance, and Response” (3Rs) in the target population? By whom is the media content seen as:
      i. Relevant
      ii. Reliable or Credible
      iii. Neutral
      iv. Inclusive of different identity groups
2. What challenges arose during implementation? How did SFCG respond to these challenges, and to what effect?
   a. What could have been done differently?

**Relevance:**
1. Did the project identify target populations appropriately, given the aim of building peace and social cohesion in South Sudan?
2. Are the activities relevant to the needs of the target populations?
   a. Are the mediums of communication accessible by the target population?
b. Are the communication messages and strategies relevant to the target populations?

**Efficiency:**
1. Has the program used monetary resources to their maximum efficiency?
2. Have all partners used human resources provisioned for this project to their maximum efficiency?
3. How effective was cooperation among supporting and implementing partners?
4. Were any capacity issues across supporting and implementing partnerships identified during the program?
5. Where were opportunities to link media programming with real-world engagement? If so, did the partnership capitalize upon these opportunities?
6. Where were any missed opportunities by any partners for more effective program implementation?

**Sustainability:**
1. To what extent are the achieved results likely to be sustained absent engagement by SFCG or UNICEF?
   a. What are the characteristics of the project or context dynamics that enable or impede the sustainability of results?
   b. Assess what activities can be sustained and outline modalities in detail.

2. **Implementation Information**

The evaluator(s) will be managed primarily by SFCG and will report to SFCG and UNICEF focal points, with one primary focal point identified from each organization, in advance. SFCG will be responsible for organizing and supporting logistics during data collection in collaboration with the consultant. Questions of substance that arise during the evaluation should be addressed to both focal points, and any progress made and updates throughout the activity should be communicated to both focal points, as well.

**Methodology**

The final evaluation methodology should closely resemble a reduced version of the baseline methodology, which used a quasi-experimental approach. This is to enhance comparability of the data over time.

The final evaluation methodology will be designed to allow for comparison against the baseline, and may include the following aspects:

*Sites*
The baseline study was composed of eight sites in seven states. As a result of insecurity, SFCG did not undertake activities in all planned sites. The final evaluation should select 2-3 of the sites where activities took place to compare results.

<table>
<thead>
<tr>
<th>State</th>
<th>Site</th>
<th>SFCG Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Equatoria</td>
<td>Juba</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Yeï</td>
<td>X</td>
</tr>
<tr>
<td>Upper Nile</td>
<td>Malakal</td>
<td></td>
</tr>
<tr>
<td>Warrap</td>
<td>Tonj</td>
<td></td>
</tr>
<tr>
<td>Western Bar el Gazel</td>
<td>Wau</td>
<td>X</td>
</tr>
<tr>
<td>Lakes</td>
<td>Mingkamen</td>
<td>X</td>
</tr>
<tr>
<td>Jonglei</td>
<td>Bor</td>
<td>X</td>
</tr>
<tr>
<td>Eastern Equatoria</td>
<td>Torit</td>
<td></td>
</tr>
</tbody>
</table>

**Methods and Tools**

The methodology should utilize a qualitative and quantitative approach to accommodate the high-level mobility of the population, as well as the uncertainty of security due to the ongoing conflict. The evaluation also will incorporate UNICEF approved Communication for Development (C4D) and Peacebuilding, Education and Advocacy (PBEA) tools, including a series of Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). A quantitative survey that uses questions taken from the baseline Knowledge, Attitudes and Practices (KAP) survey will also be implemented in representative regions in order to enable effective audience targeting.

Data will be disaggregated according to gender, age, religion, ethnic group, and location of the respondents; further grounds of disaggregation the researcher may deem appropriate and useful can be discussed with SFCG DM&E staff.

SFCG and UNICEF will approve the final methodology before data collection begins.

**Deliverables**

SFCG expects the following deliverables from the external consultant:

- An evaluation plan (inception report) detailing a proposed methodology, calendar and written evaluation tools for the final evaluation;
- Training of enumerators;
- Supervision and active participation of the consultant in data collection in the sites;
- Oversight of the data coding process;
- Analysis of the data collected in the (minimum) three counties and production of a draft evaluation report (in English) for review by SFCG and UNICEF staff and other stakeholders;
• A Final Report in English (30 pages max in length, excluding appendices) that consists of:
  o Executive summary of key findings and recommendations
  o Table of contents
  o Objectives, methodology and limitations of the study
  o Research findings, analysis, and conclusions with associated data presented (should be structured around the main objectives/evaluation criteria)
  o Conclusions and recommendations for future action
  o Appendices, which include detailed research instruments, list of interviewees, terms of references and evaluator(s) brief biography

• Submission of the databases to SFCG and UNICEF

Logistical Support
SFCG will provide logistical support for the data collection (vehicles, fuel, and drivers) on the data collection sites identified in the implementation countries.

In addition, SFCG and UNICEF will share the following elements with the external consultant:
• Background materials including the project proposal and logframe, the M&E plan, quarterly reports, and other materials as requested by the external consultant;
• The methodology, tools and report of the baseline study;
• Other quantitative and qualitative data collected by SFCG’s staff throughout project implementation.

Timeframe
The evaluation fieldwork should be conducted in between 8th February 2016 and 8th March 2016. The table below provides details with regard to the calendar.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Dates (2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature of contract with the consultant or team</td>
<td>February 19</td>
</tr>
<tr>
<td>Development of the methodology and tools by the consultant</td>
<td>February 26</td>
</tr>
<tr>
<td>Training of enumerators</td>
<td>March 3 – March 4</td>
</tr>
<tr>
<td>Data Collection</td>
<td>March 7 – 11</td>
</tr>
<tr>
<td>Data entry</td>
<td>March 14-15</td>
</tr>
<tr>
<td>First draft of the evaluation submitted by consultant to SFCG</td>
<td>April 8</td>
</tr>
<tr>
<td>SFCG and UNICEF share comments on the first draft</td>
<td>April 15</td>
</tr>
<tr>
<td>Final submission of report submitted by consultant to SFCG</td>
<td>April 29</td>
</tr>
</tbody>
</table>

Budget
*The budget is not to exceed 30,000 USD. SFCG will look favorably on proposals under the maximum amount.*
4. Application Information

Requirements of consultant

The following skills and experience are expected for the evaluation team for this project:

- More than 5 years of experience in peacebuilding programs is essential.
- Understanding of Communication for development, Social and behavior change communication will be an important asset.
- Proficiency in English (written and spoken), working knowledge of Arabic is highly desirable;
- 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 quantitative surveys and analysis;
- Understanding of and experience working on governance related topics;
- Evaluation methods and data collection skills.

In addition, the team 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 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](http://www.sfcg.org/programmes/ilt/dme_guidelines.html)

How To Apply

Adapted from the American Evaluation Association Guiding Principles for Evaluators, July 2004
To apply, interested candidates (consulting teams or institutions are preferred) are requested to submit the following documents:

- Curriculum vitae;
- Short biographies of candidates;
- A technical proposal proposing a methodology for the evaluation;
- A financial proposal for the completion of the aforementioned deliverables;
- A copy of one evaluation conducted by the candidate(s) in English.

Applications must be submitted by email before **15 February 2016** through the SFCG website under ‘employment’.

A selection committee composed of both UNICEF and SFCG-South Sudan staff will evaluate candidates. Consultants will be assessed on the following selection criteria:

- Technical proposal;
- Financial proposal;
- Experience and expertise of the consultant in PBEA, SBCC, DME and the project’s thematic or geographic area of coverage is advantageous;
- Fluency in English (Arabic is highly desirable).

**About the SFCG-UNICEF Partnership in South Sudan**

Search for Common Ground and UNICEF share a commitment to fostering an active local civil society in South Sudan and to supporting capacity-building efforts for local and civil society organizations. In this vane, the program was designed collaboratively, to be mindful of local customs and culture, and ensure a participatory and sustainable approach to the implementation of activities. The CPA was signed in June 2014 and SFCG South Sudan subsequently established its first office in Juba, with project activities beginning in November 2014.

Within UNICEF South Sudan, C4D and PBEA provided administrative oversight and technical support to SFCG. SFCG South Sudan forged partnerships with local organizations and actors to facilitate project implementation, providing critical capacity-building, monitoring and evaluation, and technical support. Regional UNICEF and SFCG teams also provided support and insight into project design, the development of m&e tools, and visits from specialized experts who facilitated workshops and trainings for local partners and project participants.