Terms of Reference
Final Evaluation

“Expanding the Table: Empowering Women to Identify Protection Strategies In Sierra Leone’s Industrializing Districts”

Sierra Leone: Bombali, Port Loko and Pujehun Districts

Search for Common Ground

1. Context
About Search for Common Ground

Search for Common Ground (Search) was founded in 1982. With headquarters in Washington DC and in Brussels, Search’s mission is to transform how individuals, organizations, and governments deal with conflict - away from adversarial approaches and towards cooperative solutions. We have acquired over 30 years of experience in peacebuilding and are based in 59 local offices worldwide.

Search has worked in Sierra Leone since 2000 supporting peace and development efforts. The primary tools employed are the use of media and outreach as channels to foster dialogue and engagement to help find solutions to on-going and emerging conflicts. Our project engagement has included supporting ex-combatants’ reintegration, reinstating state and local authorities, rule of law, reducing electoral violence, promoting women and youth rights, land and natural resource rights and access, and anti-corruption campaigns. Our conflict transformation work aims at encouraging constructive and inclusive dialogue processes to increase knowledge and transform attitudes and behaviors through: interactive Town Hall Meetings, Participatory Theatre, Short Video and Mobile Cinema Screenings, Media Programming, Youth to Youth Engagements, Building Coalition and Networks.

About the Project

In September 2015, Search for Common Ground (Search), in collaboration with its implementing partner the Center for Coordination of Youth Activities (CCYA) signed an agreement with the U.S. Department of State’s Bureau of Women’s Peace and Security to implement a 24 month project titled: “Expanding the Table: Empowering Women to identify Protection Strategies in Sierra Leone’s Industrializing Rural Districts”.
Goal and Objectives
The project has the overall goal of empowering women through increased economic opportunities. The goal of the project is supported by one specific objective: to increase the financial and leadership standing of women in three targeted districts: Bombali, Port Loko and Pujehun that have been heavily impacted by large-scale industry including agribusiness and extractives. This project engages a broad range of national and local civil society organizations (CSOs), landowners, land users, local and traditional authorities, investing companies and state authorities.

The project is working towards achieving the following two results:

**E.R.1.1:** Women have the leadership and financial skills to lead micro projects; and

**E.R.1.2:** Communities have a greater understanding of women’s contribution to community development.

Activities implemented include:
- Establishment of Women Owned Empowerment Centers
- Trainings in Women’s Leadership, Advocacy and Community Organizing;
- Life skills training for women & girls to undertake micro projects;
- Support to Women-Driven Micro-Projects;
- Community Town Hall Meetings where members of the Women Owned Empowerment Centers (WOEC) narrated the progress they have made and the challenges they encountered in the implementation of the project;
- Exchange visits were organized for cross fertilization of ideas among groups;
- Case studies on lessons learned and successes were also conducted;
- Production and Broadcast “Atunda Ayenda” – A radio program produced and broadcast by 27 SFCG radio partners stations across the country for wider dissemination of information on the activities undertaken by the WOECs so that women in other communities could hear about what the groups are doing to be economically empowered.

2. Final Evaluation
The final evaluation will assess the project’s achievements towards its goal which is to empower women through economic opportunities. It will also assess achievements made towards the project objective, as well as the extent to which the project will be sustainable after it phases out. The evaluation will also measure indicators around proportion of women who report self-empowerment at the end of the project and whether their participation in decision-making has increased as a result of the project. It will also identify lessons learned and best practices that will be applied to improve on the design and implementation of similar projects in the future.

The goal of the project is supported by one strategic objective: to increase the financial and leadership
standing of women in rural communities. The study will address the following areas:

I. **Effectiveness**
   - **Were the expected results achieved adequately?**
     E.R.1.1: Women have the leadership and financial skills to lead micro projects; and
     E.R.1.2: Communities have a greater understanding of women’s contribution to community development
   - To what extent has the project increased the financial and leadership standing of women in project communities?
   - Which internal and external factors facilitated or hindered the achievements of expected results/ specific objective?

II. **Impact**
   - How did this project achieve the goal of empowering women through economic opportunities?

III. **Sustainability**
   - What are expected to be the lasting effects of the project?

IV. **Key Indicators as per M&E plan**
   Indicators to be measured will include:
   - Proportion of females who report increased self-efficacy at the end of the training/project
   - % of women participants who say that their participation in households and community decision-making has increased during the project
   - # of functioning Women Owned Empowerment Centers (WOEC) established/upgraded
   - % increase in confidence in leadership, advocacy and community organizing
   - % increase in knowledge in life and financial skills
   - # of women receiving financial support from micro-projects
   - # of women who report increase in income from micro-project
   - # of women who report that their husband now consults them on household expenditure
   - # of chiefs who say that household complaints coming to them for adjudication had reduced as a result of the project

V. **Underlying Trends**
   In addition to the above, Search would also like the consultant to explore the following:
   - Partnership model: is the partnership successful? What is the value added?
   - How did the community engage with the project? How has this intervention been received by the wider community?
   - Is the group model successful? Has the project improved solidarity among women?
   - How has this project affected hostile conflict within the community?
Location, Budget and Timeframe

The evaluation will be conducted by an external evaluator. The DM&E Coordinator will lead this final evaluation, supported by Search for Common Ground’s Institutional Learning Team (ILT) based in Washington. The DM&E Coordinator in Sierra Leone, leads the evaluation process (development of ToR, posting of ToR, engagement for the recruitment, ensures bi-weekly meeting with the external consultant, review of inception report, evaluation matrix and tools and the review of draft report). The DM&E Coordinator in turn will be leading the field data collection tasks. The evaluator will be based in Sierra Leone and travel to field locations during phases of data collection and to Search office in Freetown for presentation of results. Data collection will be conducted in the target 6 communities across 3 districts (2 per district). This final evaluation will be conducted in communities selected in agreement with Search and CCYA.

The indicative budget is $9,000 and includes all of the consultant’s fees, lodging, travel costs, data collection costs, etc. The preliminary exercise which includes planning and tool development will begin on or before July 31 and finalization of the evaluation report will be 31 August 2017.

3. Deliverables and Requirements

Deliverables

Search is hiring an evaluator or researcher who will be responsible for the design and implementation of the final evaluation and ensuring its quality. The evaluator will be responsible for the following:

a) Evaluation elements
   - Inception report including a detailed description of the methodology, evaluation matrix, data collection tools, procedure, work plan, including indicators;
   - Train enumerators;
   - Data collection;
   - Analysis and report writing;
   - Draft outline of the report
   - Draft and final data collection tools

b) Final Report (Max 45 pages excluding annexes) including at minimum:
   - Executive Summary
   - Context/Overview
   - Organization and project background
   - Evaluation Methodology
   - Findings and Analysis
   - Conclusions
   - Recommendations
c) **Workshop to present preliminary findings**

- Evaluation key findings in a PowerPoint presentation (max 15 slides)
- Discuss findings with Search, donors and key partners (Freetown)

### 4. Databases with the evaluation data

#### Audience

The intended users of the final evaluation will be Search, the implementing partners, the donor and beneficiaries. The evaluation report will be published on Search’s website. Hard copies will be distributed to project beneficiaries. The link to Search’s website will be shared with the donor, World Bank and UNDP.

#### Methodology

The evaluation should include a mixed methodology approach comprising of both qualitative and quantitative methods. This will include: document review, small scale surveys, Key Informant Interviews (KII), and Focus Group Discussions (FGDs) with partners and Search staff as well as stakeholders in project communities that have closely followed project implementation. The KII and FGDs will be conducted with semi-structured guides while the survey will use closed-ended questions. It is instrumental for the evaluation to capture in-depth opinions, views and experiences of women youth and key stakeholders. The document review will include: project proposal, log frame, M&E Plan, monitoring documents and project reports. The targets for the evaluation are adult women, youth, adult men, community stakeholders and the implementing partner (CCYA).

The targets for this evaluation are: Members of the Women Owned Empowerment Centers, Youth living in the project communities, husbands and other male community members, stakeholders and opinion leaders living in project communities, representatives from ministries in each of the project District Head Quarter Towns.

Data collection will include:

- 1 document review
- Approx. 18 key informant interviews (3 per community)
- Approx. 12 focus group discussions (2 per community)
- Two sets of mini-surveys. One for the Women Owned Empowerment Center (WOEC) members (30 per community) and the other for community members – opinion leaders (10 males and 10 females) per community for a total of 50.
- Set meetings with Search partner radio stations to gather information around the radio programmes

Interviews, focus group discussions, and radio listener groups will be selected in coordination with SFCG and project partners based on the criteria proposed by the Consultant.
**Requirements of Consultant**

Search has the following requirement from the evaluator:

- More than 5 years of experience in project evaluation or equivalent in M&E expertise,
- Experience working with international organizations
- Experience of conducting quantitative surveys
- Understanding and experience working on women’s empowerment and gender rights programmes.
- Evaluation methods and data collection skills, including e.g. interviews, surveys and focus groups
- Experience of qualitative and quantitative analysis (SPSS or equivalent)
- Excellent written and oral communication in English required. Krio, Mende, Temne an advantage;
- Ability to be flexible with time and work schedule.

The following would be a plus:

- Conflict resolution / peacebuilding experience
- Experience in Guinea, Sierra Leone, Liberia

**Logistical support**

SFCG will provide the following logistical support to the Consultant;

- Transmission of background materials (project proposal, meeting notes, reports, etc.);
- Availability of meeting room in Freetown;
- Use of Search printers;
- List of Participants in project activities, list and contacts of Partners and radio stations;
- Meeting arrangements with stakeholders and beneficiaries if requested by the consultant;
- Support of selection of data collectors, translators, facilitators, note takers if requested by the consultant;
- Support of Search/ CCYA Field Officers for introductions to key stakeholders and equivalent

**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 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 Search’s evaluations standards, to be found in Search’s evaluation guidelines: https://www.sfcg.org/wp-content/uploads/2014/07/SFCG-External-Evaluation-Guidelines-FINAL.pdf

Applications
Interested candidates are invited to submit at https://sfcg.bamboohr.com/jobs/ no later than 13 July 2017 including:

- 1 technical offer detailing the methodology, timeframe and size of the evaluation team proposed (max 7 pages)
- 1 biography of the evaluation team demonstrating relevant experience / knowledge (max 10 pages)
- 1 financial offer (Excel) detailing the costs of the budget
- 2 references of organizations who could verify the quality of the Consultant’s work.

This final evaluation is subject to donor approval.