Impact Evaluation
Terms of Reference

1. Background

Conciliation Resources (CR) is an independent international organisation working with people in conflict to prevent violence, resolve conflicts and promote peaceful societies. CR believes that building sustainable peace takes time. CR provides practical support to help people affected by violent conflict achieve lasting peace.

In 2016, CR secured a four-year strategic funding agreement with the Swedish International Development Cooperation Agency (Sida), of SEK 32.5 million, for the period of 2016 – 2019. In the strategic funding contract between CR and Sida, it stipulates that "CR shall undertake an impact evaluation of the *Core Activities"* and that the "impact evaluation will consider both intended and unintended impact, including conflict sensitivity."

In 2015, CR commissioned an impact evaluation to assess the relevance, impact and effectiveness of CR's work on dialogue, mediation support and gender, and its organisational growth and development between 2013 and 2015. The evaluation concluded that CR's work was relevant and effective, in that it was in line with CR's mission and the needs of the contexts where CR works.

Both CR and Sida are increasingly interested in capturing and analysing the unintended consequences of peace processes. However due to the accountability requirements and short timeframes of CR project-level donors, CR conducts most of its evaluations at the end of a project. Ideally, CR would conduct more ex-post evaluations 6-18 months after a project has ended so that the impact of an intervention – intended and unintended, both positive and negative – can be properly assessed. The learning from such impact evaluations could be used to critically assess the extent to which CR programming is conflict sensitive and to strengthen future programming design. This assignment provides an opportunity to address this challenge and commission a strategic evaluation that assesses the impact, relevance and effectiveness of CR's work over a longer 5-year timeframe (March 2013 to March 2018). To enable greater depth, this evaluation will focus on a single CR strategic theme, community-led peace structures, in three CR country contexts: Liberia, Central African Republic and Kenya.

2. Thematic Focus

Community-led peace structures are a key element of CR's theory of change, which contributes to the achievement of the following strategic outcomes: (outcome 1.1) relationships among and between communities and other parties to conflict are collaborative and constructive; (outcome 1.2) formal and informal governance structures and processes in conflict-affected areas are more responsive to local priorities. CR has played a role in establishing and/or proving accompaniment and support to community-led peace structures in the following contexts:

- District Platforms for Dialogue in the border regions of Sierra Leone, Liberia, Guinea and Côte d'Ivoire
- Youth Peace Platforms in the Plateau State and Northeast of Nigeria
- Local Peace Committees in northern Kenya
- Local Peace Cells in Central African Republic (CAR)
- Local Peace Committees in Democratic Republic of Congo (DRC)
- Community Security Working Groups in the Philippines

These community peacebuilding structures can play a vital role in identifying causes of conflict, de-escalating tensions and resolving disputes between authorities and local populations. They can also act as an early warning mechanism to prevent emerging conflicts. This evaluation will

seek to identify, understand, explore and document the impact (both intended and unintended) of community peacebuilding structures and CR's contribution to the materialisation of those impacts.

3. Potential Evaluation Questions

The table below provides some examples of the type of questions that CR programmes are currently exploring through their community-led peace structure work. During the inception stage, CR staff and the evaluator(s) will work together to prioritise, refine and agree evaluation questions to focus the evaluation.

Formation and Structure		
Q1)	How and why are local peace structures formed? What role did/could CR play in their formation? Do these structures evolve with the changing conflict dynamics?	Relevance Effectiveness
Q2)	What are the most/least effective structures for community-led peace structures?	Effectiveness
Q3)	Which structures enable greater participation and voice for excluded groups such as women, youth and minority groups?	Relevance Effectiveness
Q4)	What accountability, reporting and resourcing structures are in place? If so, are they consistently implemented?	Effectiveness
Q5)	Is there collaboration with state and non-state structures? Is there a co-relation between linkages and effectiveness/sustainability of structures? What are the lessons for CR?	Effectiveness Sustainability
Q6)	How sustainable are community-led peace structures? What has CR done in the past and what can it do in the future, to increase sustainability?	Sustainability

Role and Approach		
Q7)	What is the scope and reach of community-led peace structures in peacebuilding, service delivery, activities and lobbying? What is the impact of these activities?	Impact
Q8)	What are the different roles and approaches that community-led peace structures take to peacebuilding? What are similarities/differences with other peacebuilding structures and approaches? What are the most and least effective and why?	Effectiveness
Q9)	What is the relevance of peacebuilding approaches to the conflict dynamics?	Relevance
Q10)	To what extent do the members own the community peacebuilding process? What motivates members to participate and take action? Does local ownership increase legitimacy and sustainability community-led peace structures?	Sustainability

Voice, Influence and Legitimacy		
Q11)	Are community voices, particularly women and youth, being heard at the national level? If so, how? If not, why not?	Relevance Effectiveness
Q12)	What is the reach and influence of community peace structures members (disaggregated by youth and age)? Have they influenced policy at the county, district and national level? If so, how? If not, what are the barriers?	Impact Effectiveness

Q13)	Has CR enabled communities to have a greater voice and influence at the community, district, regional, national and international level? If so, how? If not, what are the barriers and lessons?	Impact Effectiveness

Unintended Consequences		
Q14)	What role do community-led peace structures play beyond peacebuilding initiatives? What is the impact of these activities?	Impact
Q15)	To what extent have local peace structures displaced or competed with existing community structures? What is the impact of this displacement/competition and who does it affect?	Impact
Q16)	How to ensure that the rollout and formation of community-led structures to other regions and countries takes into account the contextual differences? Can the community-led structures be scaled in a way that retains their local ownership and legitimacy? What are the dangers and opportunities for replicating such models?	Impact Sustainability
Q17)	What are the key ingredients of a conflict sensitive / do no harm approach to community-led peacebuilding initiatives?	Effectiveness

4. Evaluation Design

Case-based

The impact evaluation will use a comparative case-based design to understand, compare and document the impact of community-led peace structures over a 5-year timeframe (March 2013 to March 2018) in three CR contexts: Liberia, Central African Republic (CAR) and northern Kenya. Liberia, CAR and Kenya have been chosen for the following reasons:

- The District Platforms for Dialogue (DPD) model in the border region of Liberia has been held up by CR and our partner IREDD, as a good practice model that has had significant impact. CR played a role in the establishment of the DPDs and has provided ongoing support to them over a sustained period of time. The evaluation provides an opportunity to identify and document the impacts that may have materialised and provides an opportunity to explore and better understand the contribution and role that CR played in the materialisation of those impacts.
- In 2014 in CAR, CR supported the establishment and capacity building of 12 Local Peace Cells (LPCs). There are eight LPCs in the capital city Bangui and four in rural areas (1 in Carnot,1 in N'Délé 1 and 2 in Bria). Since December 2015, CR has had limited resources to fund and support the LPCs in CAR. As well as assessing the impact of the LPCs, this evaluation will focus on examining the sustainability of the CAR model in CAR. The evaluation provides an opportunity to reflect upon the future role of LPCs in CAR and the role that CR could play to support their future development.
- Local Peace Committees (LPCs) in northern Kenya have been operating for many years. CR was not involved in their formation and has only been providing accompaniment and support to local peace committees in Garissa County in northern Kenya since January 2017. The evaluation provides an opportunity to use the learning from Liberia to inform how CR can best provide support and accompaniment to the LPC's in the coming years.
- In early 2017 CR facilitated a learning exchange between Liberian DPDs and the northern Kenyan LPCs. LPC members visited Liberia to learn from the experience of the DPD model. This evaluation provides an opportunity to build and deepen this learning exchange between the DPD's and LPCs.

Figure 1 illustrates the key elements of the case-based design that will be used for this evaluation.
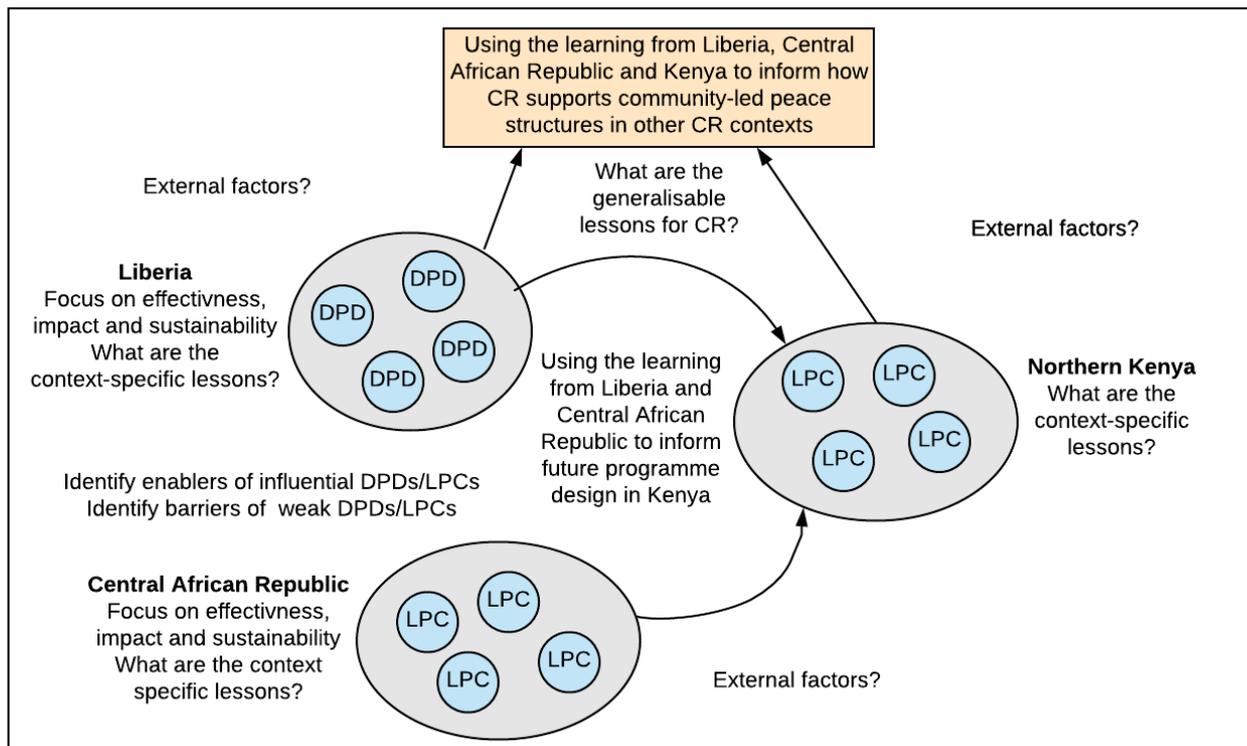

Figure 1: Case-base design

In all three countries, the evaluation team will select a number of DPD/LPC cases. The sampling strategy will take into account the following factors:

- *Geographical location* – a mix of rural and urban DPDs/LPCs will be selected to enable a comparison of urban and rural
- *Performance and influence* – a mix of perceived high-performance/influence, medium performance/influence and weak performance/influence DPDs/LPCs will be selected to enable a comparison of the enablers and barriers to performance, influence and reach
- *Composition* – a mix of DPD/s/LPCs with different membership composition with special attention to the inclusion and exclusion of excluded groups such as women and youth.

In CAR and Liberia, the evaluation team will focus on (i) effectiveness; (ii) sustainability; (iii) impact – intended and unintended; and (iv) CR's role and contribution to the materialisation of those impacts. Using the learning from CAR and Liberia, the evaluation team will undertake a lighter touch evaluation and will put more emphasis on how CR can best support and provide accompaniment to the LPCs in northern Kenya in order to maximise their future influence and impact. The evaluators will use the case data from Liberia, CAR and Kenya to identify generalisable lessons to discuss and inform how CR as an organisation can best support community-led peace structures across CRs contexts. This learning will be shared with the wider peacebuilding community.

Participatory
The impact evaluation will be a highly participatory process that involves CR staff, CR partners and members of the community-led peace structures at every stage of the evaluation process, including inception, data collection, data analysis and communicating the evaluation results. This will help to ensure that the evaluation is transformative (e.g. it develops the capacity of those involved) and provides opportunities for learning between CR programme teams and between CR staff and partners. The evaluation will be led by an external consultant(s) that has

the knowledge, skills and experience necessary to design and carryout a participatory impact evaluation.

5. Data Collection and Learning Methods

To ensure that the data collected is triangulated, the evaluator(s) will use a range of quantitative and qualitative methods and tools to collect, analyse and learn from the data. The specific methods will be identified and designed during the inception phase of the evaluation. It is anticipated that a combination of the following methods could be used:

Questionnaire
A questionnaire may be used at the beginning of the evaluation to better understand stakeholder perceptions on the structure, role, approach, voice and influence of the DPDs in Liberia, LPCs in CAR and LPCs in northern Kenya.

Semi-structured interviews and focus groups
The results of the questionnaire will enable the evaluator(s) to design an appropriate semi-structured interview and focus group format. The evaluator(s) will carry out semi-structured interviews and focus groups with CR staff, CR partners, DPD/LPC members, community members and leaders, government stakeholders, local and national non-governmental organisations and other peacebuilding practitioners working in the context.

Significant change stories
Most Significant Change (MSC) is a participatory evaluation technique based on stories rather than indicators. MSC stories are about important or significant changes - they can give a rich picture of the impact of peacebuilding work and provide the basis for dialogue over key objectives and values of peacebuilding programmes.

The evaluator(s) will use techniques inspired by MSC to capture and document the stories of DPD/LPC members, community members and government officials. Storytelling will enable the evaluators to better understand and communicate the impact of community-led peace structures from viewpoints of LPCs/DPDs. Storytelling will also enable the evaluators to capture and document case studies that will be compared within context (e.g. DPD to DPD) and between contexts (e.g. DPD to LPC).

Learning workshop and training
Once the findings of the field work have been processed, analysed and documented, the evaluator(s) will facilitate a one-day learning workshop with all CR staff to discuss the results of the evaluation. The external evaluator will also provide a 1-day training on impact evaluation design and implementation for CR staff with the view to developing the demand and capacity for better impact evaluations within CR.

6. Evaluation Work Plan

Date (2018)	Activity	Number of consultancy days	Deliverable
Phase 1: Design			
16-20 April	Logistics by CR staff in preparation for the evaluation. Flights, visas and accommodation.	0 days (CR staff will coordinate all logistics)	Inception report
23 - 27 April	Document review SKYPE calls and face-to-face meetings with CR staff Design data collection tools Write inception report	3 days	

Phase 2: Implement			
29 April to 8 May	Field work in in Liberia. 3 days in Monrovia; 1 day local travel; 5 days in the Border regions	10 days (includes 1-day int. travel and 1-day local travel)	Data collection in the field is documented
13-18 May	Field work in Central African Republic. 5 days in Bangui	7 days (includes 1-day int. travel and 1-day travel for visa)	
3-8 June	Field work in Kenya. 5-days in Garissa County.	6 days (includes 1-day int. travel)	
Phase 3: Communicate			
11-22 June	Writing of draft evaluation report	8 days	Evaluation Report Learning Workshop Training Workshop
25 or 26 June	Facilitation of 1-day learning workshop with CR staff to engage with the results of the evaluation	1 day	
27 or 28 June	1-day training workshop with CR staff on impact evaluation methods	2 days (1-day delivery; 1-day design)	
2-4 July	Report finalisation and submission	1 day	
Total number of days:		38 days	

7. Criteria for consultant selection

- Experience of designing and implementing impact evaluations (essential)
- Experience and knowledge of facilitating participatory monitoring and evaluation processes (essential)
- Experience of evaluating peacebuilding or conflict resolution projects and programmes (desirable)
- Sound knowledge and understanding of community-led peacebuilding structures (desirable)

8. Instructions for Submission

To apply for the work, please submit a proposal, including (i) short narrative (3-page maximum) detailing your suitability and approach for the evaluation; (ii) financial proposal for the evaluation; (iii) CV(s) (2-page maximum per CV). Total remuneration for the evaluation will be competitive and in line with sector standards.

All proposals should be emailed to recruitment@c-r.org. The deadline for receipt of proposals is 18.00 BST (London) on Monday 26 March 2018.