

# Consultancy Terms of Reference for Project Final Evaluation

Mission Alliance in West Africa is seeking a suitably experienced and qualified consultant to undertake a final evaluation of the Digni funded project, “Transformation, Restoration, and Community Empowerment 2 Project” implemented by the United Methodist Church Sierra Leone Annual Conference.

Mission Alliance is a member of Digni. Digni is an umbrella organisation for 20 Christian organisations (see digni.no) and distributes funds from the Norwegian Government Civil Society Department of the Norwegian Agency of Development Funding (referred to here as “Norad”). In the grant agreement between Digni and Norad there is a requirement that every project undertakes a final evaluation towards the end of the project period.

The United Methodist Church in Sierra operates an NGO called the United Methodist Development Office which has a Department called *Missions and Development* (M&D). M&D only receives donor money from the United Methodist Church, Norway and Mission Alliance.

## Description of the intervention

**TABLE: Summary of Project Details**

Implementing partner	United Methodist Church Sierra Leone Annual Conference, Mission and Development Department.
Funding Partner	Mission Alliance, Norway. With funding from Norad through Digni.
Project title	Transformation, Restoration, and Community Empowerment (TRACE)-2
Project period	2018-2021
Budget	2018: 219,000 USD 2019: 260,000 USD 2020: 228,000 USD 2021: 220,401 USD <b>TOTAL 4 YEARS: 927,401 USD</b>
Overall project development goal	The project will contribute to an overall development goal of improved health, human security, enhanced quality education and empowered communities.

The overall development goal of this project is to “contribute to improved health, human security, enhanced quality education and empowered communities.” The outcomes are centred around two main thematic areas, Education and WASH (Water, Sanitation and Hygiene). The desired outcomes are:

- Improved teaching and learning environment.
- Increased retention of pupils in primary education.
- Improved capacity of teachers in community schools.
- Improved health through behavior change.

The project intends to achieve these outcomes through:

- the construction and rehabilitation of schools,
- awareness raising on the importance of education,
- teacher training,
- the construction of wells and toilets,
- hygiene and sanitation awareness, and
- the establishment of WASH committees and school clubs.

To achieve its goals, the project uses the Partnership in Development model (PID). The model provides opportunity for the communities to identify their own needs. Each community selects a 7-person project committee with members from the community itself. These committee members receive training in project and financial management and become responsible to manage the project interventions in their community. The project also provides the community with a volunteer who is a university graduate that stays in the community for several months and functions as a “change agent”, developing community awareness and understanding of issues related to the project interventions, particularly the cross-cutting issues of gender equality, environment, conflict sensitivity and corruption.

Please see attached excel spreadsheet summarising interventions in each community.

### **Specific notes on project context**

The presidential elections of March 2018 resulted in Mr. Julius Maada Bio becoming the new president of Sierra Leone. He introduced a new development plan where education became a major focus area. He enforced mandatory attendance in primary education and as a result school attendance all across the country increased. This was a very significant change in the project’s policy context and was potentially a very significant influence on the project outcomes regarding school attendance.

Although Covid19 resulted in lockdowns, school closure and various restrictions in Sierra Leone in 2020, this did not appear to have a very significant impact on the delivery of project activities or outputs. It is suspected that the pandemic highlighted the importance of hygiene and sanitation in the communities, although it is not known if this will translate into an ongoing improvement in sanitation and hygiene in the communities once the fear of the virus has declined.

This final evaluation was originally scheduled for 2020, however it was delayed until early 2021 due to Covid-19 related travel restrictions.

## **Purpose of the evaluation**

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The primary purpose of this evaluation is *accountability* - to account for the results achieved with the resources allocated to the development intervention.

The secondary purpose of the evaluation is *learning* – for Mission Alliance and their implementing partner UMC M&D to learn from experience by understanding whether a development intervention has worked or not and the reasons for its success or failure.

### Objectives

The evaluation must analyse and evaluate the following two aspects of the project:

- *Process* – how well the project was designed and is being managed and implemented.
- *Impact* – the performance of the project and how well it met its overall development goal and how well it has achieved its stated outcomes. This will include an *Ex-post evaluation* of the communities where the intervention was finalised in the first year of the project period to evaluate the long-term sustainability of the project.

## Scope of the evaluation

The evaluation must provide findings, analysis, and conclusions that:

- Evaluate project results at outcome and impact levels.
- Evaluate the Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability of the project interventions in accordance with the OECD *Principles for Evaluation of Development Assistance* and the *Better Criteria for Better Evaluation, Revised Evaluation Criteria Definitions and Principles for Use* (10 December 2019)

In **addition** to the OECD Criteria and Principles specific attention should be given to the following:

### **RELEVANCE: is the intervention doing the right things?**

*The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change (OECD).*

- How does this project (LFA, design, etc) reflect/compare to best practice?
- Evaluate the PID model and the process by which communities were selected.
- Evaluate how well the project monitoring was undertaken and how this information was used or fed back into the project to improve the project.

### **COHERENCE: how well does the intervention fit?**

*The compatibility of the intervention with other interventions in a country, sector or institution (OECD).*

- How did the project's education interventions respond to the change in government policy regarding school attendance?
- Evaluate any coordination with other UMC departments.

### **EFFECTIVENESS: is the intervention achieving its objectives?**

*The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups (OECD).*

- Analyse and evaluate the extent to which educational outcome results can be attributed to the project intervention or to external factors? In particular, how did the change in government policy regarding school attendance influence the project outcomes?
- Analyse and evaluate - what impact has new school buildings had on the learning outcomes and retention of pupils? How have the education interventions in the target community affected surrounding communities?
- Analyse and evaluate the strengths and weakness of the PID model.

- Analyse and evaluate the effectiveness of using the 7-person project committees. Was it effective? Efficient? Evaluate the coordination with the M&D project team

**EFFICIENCY: how well are resources being used?**

*The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way (OECD).*

Please pay particular attention to evaluating:

- Value for money - In comparison with market prices or best-practice benchmarks, has the project converted inputs into results in the most cost-efficient way while still providing high quality output?
- Geographical spread of the communities and the impact this has on the efficiency of the project?

**IMPACT: what difference does the intervention make?**

*The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects (OECD).*

- Please give particular attention to changes in knowledge, attitudes and practices relating to sanitation and hygiene.
- Empowerment: As this project is funded by Digni, we are required to include an evaluation of the project's impact on the empowerment of project participants. To do this you are required to use the Digni Empowerment Assessment Tool (EAT). This is discussed further in the methods section, below.

**SUSTAINABILITY: will the benefits last?**

*The extent to which the net benefits of the intervention continue, or are likely to continue (OECD).*

- Please give particular consideration to what role the COBIPs have played in the sustainability of the project outcomes.
- The evaluation must include the three communities where the interventions finished in 2018.

## Evaluation methods and process

Applicants should outline in detail the evaluation method and process they propose to use, including the potential risks and challenges for the evaluation and how these will be managed. Mission Alliance does not endorse a particular methodology for this evaluation, and therefore they are invited to proposed approaches and methods which they believe will most effectively and efficiently meet the requirements of the evaluation with the resources and time available. They should include a section about how they expect data to be analysed. The successful applicant will then refine this proposal in consultation with Mission Alliance prior to beginning the evaluation.

It is recommended that the evaluation team does a reconstruction of the project logic in order to identify the framework in which this evaluation is undertaken.

Sources that will be used in the evaluation would, at a minimum, include:

- Review of key documents.
- Interviews with project staff, participants and key stakeholders including key local authorities.
- If surveys are used, these should be rigorously designed with appropriate sampling methods and expectation of acceptably high response rates. Alternative or complementary approaches such as focus groups could be considered.
- The applicant might also consider conducting a review of relevant other literature and best practice to provide benchmarks for evaluation and value for money.

The evaluation must be undertaken in accordance with the Digni policy - *Ethical Guidelines for Digni*, please see attachment.

### **Inception meeting**

An inception meeting / workshop is required with the evaluation team prior to the start of field work. This workshop will take place at the main office of UMC Missions and Development in Freetown, Sierra Leone. Participants will include M&D project staff and MA staff. If necessary, this meeting will include time to workshop the Digni Empowerment Assessment Tool.

### **Field visits**

The evaluation team must visit at least six communities in which there have been project interventions, including the three communities where interventions were completed in 2018.

### **Empowerment Assessment Tool**

As outlined in the *Impact* section above, the evaluation team must undertake an analysis and evaluation of impact that the project has had on the empowerment of the participants and communities by using the *Digni Empowerment Assessment Tool*, please see Attachments. As a minimum, this Empowerment Assessment must be undertaken in the three communities where the interventions finished in 2018.

## **Deliverables**

The evaluation team must produce a report that complies with this Terms of Reference and addresses the scope and meets the purpose and objectives of the evaluation.

The evaluation method and processes should be clearly documented in the report including comprehensive details of the following:

- documents reviewed
- interviews conducted
- consultations held with all stakeholders
- project sites visited
- techniques and approaches used for data gathering, verification and analysis

<b>Deliverable</b>	<b>Format</b>	<b>Notes</b>
Draft Evaluation plan and schedule.	Electronic - editable Word format	This will be agreed and finalised with Mission Alliance and M&D.
Post field-work debriefing	In person meeting	In country
Final Draft evaluation	Electronic - editable Word format	for submission to MA and M&D
Final Evaluation report	Electronic - editable Word format	for submission to MA and M&D

The final evaluation report is required to be completed by 7 May 2021 or as otherwise agreed.

The reports and any data produced by the evaluation will be the property of Mission Alliance.

## Logistics and other support

UMC M&D will provide the evaluation team with the following documents:

- Project document including Theory of Change and Logical Framework Analysis
- Annual plans for 2018-2021
- Annual narrative reports 2018-2021
- Annual financial reports 2018-2021
- All baseline data
- Copies of all monitoring reports
- Any other relevant documents requested by the evaluation team.

Logistics in Sierra Leone, including visas, accommodation and transport, will be coordinated and/or provided by United Methodist Church Sierra Leone Annual Conference.

Staff from M&D and Mission Alliance will accompany the evaluators on all field visits.

## Budget

The indicative budget available for this consultancy is \$15,000 USD.

## Payments

A payment schedule will be agreed with the successful consultant.

## Evaluation team qualifications

### Essential

- Suitably qualified and have substantial experience in conducting evaluations for humanitarian and development projects and a proven record delivering professional results.
- Demonstrated knowledge of current evaluation theory and practice.
- Good experience in undertaking evaluations or WASH related projects.
- Fluent English.

### Desirable

- Experience in working in the development sector in West Africa
- Experience using Digni's Empowerment Assessment Tool will be considered very favourably.
- An evaluation team that includes both male/s and female/s.

## Application deadline

Applicants should submit an expression of interest to Mission Alliance: [admin@malib.no](mailto:admin@malib.no), by 5.00 pm (Coordinated Universal Time) on Monday 01 March 2021.

Expressions of interest should include the following information:

- **Outline of proposed methods and processes.**
- **A proposed schedule for the evaluation, including preparation, desk-top review, fieldwork and drafting, including an outline of what resources you will require for each.**
- Details of the applicant(s) relevant background and experience
- Proposed budget including daily rate for the proposed staff.
- Examples of previous work undertaken.

Shortlisted candidates will be invited to interview, after which a final selection will be made.

Mission Alliance reserves the right to amend or vary these terms of reference, either unilaterally prior to the appointment of a consultant, or by mutual agreement with the successful consultant after the consultant has been appointed.