

Terms of Reference

Evaluation of four Community Development Programs in Nigeria

1. Introduction

Bread for the World is a globally active development and relief agency of the Protestant churches in Germany. In more than 90 countries around the world, Bread for the World supports church and civil society organizations that help poor and often marginalized people to improve their lives through their own efforts. In Germany and Europe, Bread for the World endeavours to influence political decisions in the interests of the supported target groups and to strengthen awareness of sustainable forms of life and the economy. The focal points of support are food security, the promotion of education and health, access to water, strengthening of democratic structures, protection of human rights, peace and conflict management, coping with trauma and the preservation of creation.

Within Bread for the World, three regional departments (Africa, Asia, Central and South America) are entrusted with the task of monitoring the supported projects of local partner organizations. In Nigeria Bread for the World is currently supporting 17 local partners; four of them are implementing 'Rural Community Development Programs'. These programs are covering different thematic areas like health, literacy, conflict management, inter-religious dialogue, strengthening community structures and CBOs, agriculture and agricultural extension in the context of food security. The programs are stand-alone programs¹. Nevertheless there are numerous structural similarities: Their zones of intervention are predominantly Nigeria's middle belt and the North-East of Nigeria and they all addressing at least 40 communities that are mostly scattered far and wide in each project phase. All four organizations have been financially supported for more than 20 years by the Protestant development service as predecessor organization. They have in common that they are all looking back on many years of often personnel-intensive work with numerous communities with changing thematic focuses. The planning of the projects takes place in more or less close coordination with their churches and they are often supported by church structures in the implementation. Beyond these structural similarities, they have similar perspectives and assessments of the problems and challenges in their zones of interventions. In a nutshell they are characterized by the following structural conditions: poor infrastructure for basic education and basic health services, poor rural roads and slopes (including bridges), inadequate access to portable drinking water, generally low crop yield and hardly resilience to the effects of climate change and strong cultural biases on gender meaning e.g. that women are widely excluded from communal decision making processes. Beyond these persisting problems especially the North-East and the Middle belt; this region has experienced a special intensification of conflicts in recent years, which has forced many people to flee or left them traumatized, and all partner organizations must deal equally with this particular challenge.

¹ The three-year projects currently being implemented by the partner organizations are all part of a longer-term programmatic approach. As this evaluation should have a certain historical depth, the following will not refer to projects but to programs.

Against this background, the planned evaluation is intended to go beyond individual project evaluations of the current phases and to compare these four programs with a certain historical depth. The intention is to ensure that different ways of dealing with similar challenges are also given appropriate consideration. Last but not least, it is also about initiating joint institutional learning processes (e.g. through the exchange of best practices or peer learning).

2. Background

2.1. Nigeria's middle belt and the North-East of Nigeria

The programs intervene mostly in the middle belt and North-East of Nigeria; a region characterized by increasingly unsafe living conditions especially in terms of food safety and security. The mostly rural population is engaged in farming at subsistence level and their main challenges are increasing desertification and conflicts over arable and grazing land. Further there is a lack of roads and transportation infrastructure and thus access to markets. There is also a pronounced lack of access to land for female farmers. Since the introduction of Structural Adjustment Programs (SAP) and various poverty reduction strategies by the World Bank and the International Monetary Fund in the 1980s and 1990s, there has been a steady erosion of support for local farmers in terms of extension services and availability of farming inputs; at the same time heavy taxes on local farm produce by government, is aggravating the poor situation of farmers. While this applies to most of the subsistence farmers in Nigeria, especially the middle belt and the North-East has continued to experience different conflicts ranging from subsistence-farmers and cattle herders clashes to interethnic or inter-religious violence. Most of the farmers/herders clashes are characterized by destruction of lives and properties and are leading to mass displacement of communities. At the same time inter-communal clash to armed bandits raging and ending lives of peaceful communities, while kidnapping has become rampant and very common, therefore the roads to communities are no longer safe as travellers are exposed to serious criminal threats. At the same time extremist groups like Boko Haram continue to attack communities and threaten entire regions with violence. Taken together, these different factors increase the vulnerability of the local in the region.

2.2. Profile of organizations and current projects

1. The **Justice Peace and Reconciliation Movement (JPRM)** is an NGO that was founded in 1992 out of a grassroots movement with the aim to provide a forum where issues of economic development, social justice, peace promotion, public and community health matters, education, Christian-Muslim mutual relation and community conflict management strategies could be discussed and collectively acted upon by the local population, most of them illiterate farmers. The current project is working with 50 communities in Adamawa State, Plateau State, Kaduna State and Taraba State.
2. The **Church of Christ in Nation – Community Development-Program (COCIN-CCDP)** is a community based development program established 1997 through the merge of the 1957 established rural Faith and Farm initiative aiming to meet the Agricultural and Livestock needs of farmers and the Rural Health Program of the Church that was founded in 1976 with the aim of addressing the health needs of the rural communities. The current project is working with 60 communities in the states of Plateau, Gombe, Bauchi, Yobe Niger, Kaduna, Borno, Nassarawa and Kebbi and Adamawa.

3. **Ekklesiyar Yan’uwa a Nigeria Integrated Community-based Development Program (ICBDP)** was founded in 2002 by the Church of the Brethren in Nigeria (Ekklesiyar Yan’uwa a Nigeria – EYN) to empower rural communities and help them to become more self-reliant. The current project is working with 36 communities in the states of Adamawa and Borno. The program’s target groups are poor and neglected rural communities in all their facets; subgroups are children, women, men, disabled and the vulnerable, irrespective of religion, ethnicity and race. About 30% of the target groups are Muslims.
4. The **Evangelical Church Winning All – People Oriented Development (POD of ECWA)** was founded 1989 by the indigenous Church (ECWA) with the aim of addressing extreme poverty in its many dimensions-income poverty, hunger, disease, lack of adequate shelter, and exclusion – while promoting gender equality, education, and environmental sustainability. It is currently working with 72 communities in the 11 states (predominantly Middle belt and North-East Nigeria).

3. Objectives of the evaluation

The objective of the evaluation is to focus on the organizations and their capacities as well as on the projects that they are implementing.

The following specific objectives have been identified for the organizational component:

- 1) to assess the **quality and capacity of the organizations** and their staff,
- 2) to get **recommendations for improvement** and **adjustment** of the organizational working structures in relation to project implementation and identify learning potentials.

The following specific objectives have been identified for the program component:

- 3) to reconstruct the **Theory of Change** for each of the programs as well as to develop an overarching model combining the different community development approaches of the programs.
- 4) to assess the program’s **approach and strategies** towards community development with special regard to
 - a. their demand driven, **self-help approach** to empower communities,
 - b. their development strategies in the fields of **sustainable natural resources management** and **strengthening local conflict management and peaceful coexistence**,
 - c. their degree and awareness of **gender mainstreaming** in all thematic areas of the planning and implementation process,
 - d. the extent to which these approaches are results of **organizational learning** and/or **external influences**.
- 5) to assess the project outcomes according to the OECD/DAC criteria using the identified key questions.
- 6) to get **recommendations** for the organizations regarding their approaches and sectoral competences as well as around project implementation and outcomes.
- 7) to get **recommendations for Bread for the World** how these projects can be **systematically supported** in the future.

4. Scope

The assessment according to the OECD/DAC criteria for the program component should concentrate on projects that have been implemented from 2009 till present (two to three project phases) covering beneficiary villages that are geographically located in the areas of Nigeria's middle belt and the North-East of Nigeria. The organizational component should focus on the current project.

5. Key questions

The following key questions are subdivided according to the five evaluation criteria of the OECD/DAC and have been specified accordingly for the topic of this evaluation.

Organizational questions

1. How is the organization structured? How fundamental decisions are made (e.g. when it comes to submitting a project proposal)?
2. Are the organizational working structures appropriate in relation to project implementation?
3. How far is the project staff trained in the event of new/changed requirements?
4. What kinds of cooperation with other actors differentiated by areas of intervention exist? Who are (internal or external) resource persons? Do they have the mandate and influence to foster changes?

Relevance (with a special focus on Theory of Change and approach)

5. What is the general analysis of the current socio-political situation in the zones of intervention with a special focus on the particular challenges for target groups (needs assessment)? Are the objectives of the projects/programs still valid, appropriate and do they correspond to the respective needs of the target group?
6. What is the problem analyses to which the programs are responding?
7. If similar topics are addressed, what are the differences and similarities in the approaches? Do the programs fundamentally differ in the conclusions they draw from their problem analysis?
8. What is the description and analysis of the community development approach applied by the programs?
9. What is the Theory of Change for each of the programs as well as the overarching model combining the different community development approaches of the programs?
10. What are the fundamental external changes that influenced planning and implementation of projects previous years? What were the triggers?
11. Which stakeholder can be identified in the relevant regions (stakeholder mapping)?
12. What are the criteria for the selection of communities and/or individuals (e.g. sex, age, ethnic origin, social status, religion, etc.)? Is the local population (as potential target groups) participating in the selection process at any point? Has the gender dimension been considered? Are projects reaching marginalized groups? Are the targeted groups selected according to "do-no-harm" criteria? How? Are there sources of tensions? How far they are identified and addressed?
13. How do projects relate to relevant Bread for the World policies?

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Effectiveness

14. To what extent were the objectives in the field of peace building, sustainable natural resources management, psychosocial support (especially addressing trauma) interreligious dialogue and gender mainstreaming achieved/are likely to be achieved?
15. How far are heterogeneous (in terms of religion, ethnics, social hierarchies, gender, age) groups addressed by the project? How exactly is the project staff working with them/bringing them together?
16. Do the targeted groups use the acquired knowledge? How is the application of the acquired knowledge tracked?
17. Is the applied approach and methodology working effectively and does it really serve to achieve the set objectives of the projects?
18. To what extent are the local churches involved in the activities? What role do they play in the follow-up? How do church structures influence the development work?

Efficiency

19. Are the costs of the project/program appropriate compared to the benefits?
20. Does the number and duration of the trainings offered corresponding with the demands?
21. What is the cost of a training measure per person? How does this relate to 'material costs', monetary expenditure (e.g. per diems), and larger purchases?

Impact

22. Have the long-term programs made a significant contribution to poverty reduction, sustainable natural resources management, peace building, interreligious dialogue, psychosocial support (especially in addressing trauma) and gender equality?
23. What other changes can be observed in the environment (economy, society) of the projects/programs and in how far can they be attributed to the projects?
24. Are there other unintended positive and/or negative changes which have occurred by implementing the programs?

Sustainability

25. To what extent did the benefits of the programs/projects continue after funding ceased? What's the role of local churches in assuring sustainability? Do they have sufficient capacity?
26. To what extent will overriding issues (infrastructural obstacles or political situations) be addressed in the medium term?
27. What are the measures ensured to be self sustained?
28. To what extent do the project partners collaborate with other relevant stakeholders to strengthen the sustainability of the achievements of the project?

6. Methodology

The evaluation is to be conducted in line with the OECD/DAC standards.

Bread for the World is not committed to any specific evaluation method, but endeavours – in dialogue with the evaluators and the other parties involved – to ensure the appropriate evaluation design and the best possible choice of methods for evaluating the object in question.

Methods applied must be participatory, appropriate for viable data collection, displaying and respecting different views. Methods should enhance joint learning of all actors implied. The

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gender perspective should be systematically integrated in the methodology. The chosen methods shall be inclusive and respect the social and cultural context of the target groups, displaying and respecting different views, enhancing joint learning of all actors implied. The evaluation should be guided by the “do-no-harm” principle. Close cooperation with local research organizations/consultancies is desirable.

It is envisioned that the evaluation will comprise of

- 1) A **desk study of relevant literature** associated to the projects. Data and documents to be reviewed include:
 - constitutive documents governing cooperation between churches and their development departments,
 - strategic planning and its operationalization,
 - organizations annual reports,
 - applications and their annexes,
 - semi-annual and end of phase reports,
 - field trip and mission reports and
 - studies and assessment reports.
- 2) A period of **field research** with relevant members of the partner organizations (board members, church leaders) as well as project facilitators and other relevant staff members, its stakeholders and representatives of the community (religious and community leaders), further representative playing an outstanding role for the implementation of the program (e.g. public agents or elected leaders) as well as the target groups. If required an evaluation workshop with the partner organizations can be included.
- 3) The **synthesis phase**, in which the results of the desk and field phases are combined and analysed. It is critical that information is triangulated in order to increase the validity of findings.

6.1. Deliverables

a) Inception report

The inception report should be prepared after the kick-off meeting. The inception report should, following the orientation phase, detail how the objectives, questions and products described in the ToR will be reached within the evaluation. In this context, the evaluation design and the methods to be applied are described in detail. Suggestions that add to or limit the ToR can also be shared. Bread for the World must approve such suggestions, especially those related to changes to the objectives and central questions. The report should not exceed 10 pages.

b) Debriefing

At the end of the field trip each partner organization is informed of the key results of the study via a debriefing session in Nigeria and has the opportunity to comment on the results. The key comments are documented by the evaluation team.

c) Evaluation report and presentation

The evaluation report should be completed in English (approx. 40-50 pages plus annexes). The draft report should be presented and discussed internally at Bread for the World in Berlin. The final report should be presented in Nigeria (most probably in Jos).

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Furthermore, it is planned to organize a follow-up workshop in Nigeria (most probably Jos). The follow-up workshop in Nigeria is not part of these Terms of Reference and will be commissioned by the partner organizations.

The formats in the reporting system are agreed in discussion with Bread for the World.

- d) Short anonymous summary of the evaluation** (between 7,000 and 10,000 characters (with spaces) for the homepage of Bread for the World.

The deliverables are to be prepared in English only.

6.2. Timetable

When	Who	What
Until 02 nd June 2019	Consultant	Expression of interest plus questions
Until 07 th June 2019	Bread for the World	Circulation of responses to questions raised by interested parties
30 th June 2019	Consultant	Deadline for submitting proposals
Until 12 th July 2019	Bread for the World	Selection of evaluation team
End of August 2019	Bread for the World/ consultant	Kick-off meeting in Berlin, Germany (if necessary via Skype)
September 2019	Consultant	Inception report
September 2019	Consultant	Desk study
October 2019	Consultant and partner organizations	Field trips in Nigeria and debriefing with partner organizations
November 2019	Consultant	Draft evaluation report
November 2019	Consultant	Presentation of the draft evaluation report in Berlin
November/early December 2019	Consultant	Final version of the report
December 2019	Consultant	Presentation of the final report in Nigeria (most probably in Jos)

7. Responsibilities and obligations

The evaluation will be commissioned and accompanied by the Results Management Unit. This includes accompanying all steps of the evaluation process and the final receipt and approval of reports. The person in charge of the Africa Department is the program officer for Nigeria.

8. Profile of the evaluation team

The evaluation team should be composed of at least one consultant with international work experience and one local consultant.

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The evaluation team should

- have an extensive knowledge of and experience in the relevant topics (e.g. peace work/agricultural advice, trauma work, implementation of self-help structures and gender mainstreaming),
- be familiar with the “do-no-harm” approach,
- have an extensive experience with evaluations (different qualitative and quantitative research methods, as well as the development of appropriate evaluation designs),
- have regional experience in Nigeria and be able to work in English and demonstrate competences in local languages within the team.

Knowledge of the integrated rural community development approach, an understanding of the partnership principle of Bread for the World and an experience in the evaluation of church programs are of advantage.

Ideally, the team should include both women and men.

9. Confidentiality

The engagement will be carried out in confidentiality. The consultant will not act in any way which might result in the impairment of independence, or which might lead outsiders to believe that independence and secrecy has been impaired. The consultant will neither use, nor appear to use, information acquired during the course of this engagement for either personal advantage or the advantage of a third party (see OECD/DAC standards). The consultant has to treat everybody involved in the evaluation in a fair way, and treat all the information acquired confidentially, meaning as well that in the report isn't said who said what. Furthermore, the consultant has to ensure the credibility and the usability of the evaluation.

10. Offers

This announcement is based on a two-stage process. At the expression of interest stage, bidders present themselves. Suitable bidders are invited to submit a bid in a second stage.

a) Expression of interest:

In a first stage, all interested expert teams/consortiums/consultancies/research entities submit their expression of interest together with their profile. If the expert teams/consortiums/consultancies/research entities have questions about the announcement, they shall submit these together with their expression of interest and their profile. We request that you refrain from telephone questions during that time.

Please send us with your expression of interest:

- an **application** as expert team/consortium/consultancy/research entity which gives us an indication of your capacities and skills in implementing the contract including relevant career details of all consultants;
- **all questions you may have on the ToR.**

All interested parties with the general suitability to conduct the evaluation will be invited to submit an offer.

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Expressions of interest by **02nd June 2019** per email to dietmar.maelzer@brot-fuer-die-welt.de and maria.hahnekamp@brot-fuer-die-welt.de

Questions asked in the context of the expression of interest will be answered by **07th June 2019** and the answers will be sent to all those qualified to submit an offer.

b) Submission of offers:

Offers must be submitted by **30th June 2019**. A complete offer submission consists of:

- a **technical proposal**, which states by what methods the objective of the evaluation is to be achieved, how the team will distribute the tasks between themselves and sets out the timeframe;
- a **financial proposal** stating the fees for the consultants, the estimated travel and ancillary costs and subsistence. All costs including VAT must be set out in the financial proposals.

We reserve the right to conduct telephone or personal interviews with 2-3 bidders in order to reach a decision. Further, we reserve the right to take a decision among the offers received.

The selection process of the assignment will be taken place by 12th July 2019.

Please send the complete offer by email to:

Evangelisches Werk für Diakonie und Entwicklung e.V.
Abteilung Ergebnismanagement und Verfahrenssicherung
Attn. Dietmar Mälzer
Caroline-Michaelis Str. 1
10115 Berlin, Germany

email: dietmar.maelzer@brot-fuer-die-welt.de and maria.hahnekamp@brot-fuer-die-welt.de