

Mid-term evaluation

Conciliation Resources' Strategic Plan

Evaluation Consultant

Terms of Reference

1. General

Position Title: Evaluation Consultant(s)

Location: Flexible

Duration: 27th of June to the 29th of July

Reporting to: Head of MEL

All proposals should be emailed to recruitment@c-r.org. The deadline for receipt of proposals is Monday 20th of June.

1. Purpose

To lead on designing and delivering a mid-term evaluation of Conciliation Resources' 2020-2025 [Strategic Plan](#). Key responsibilities include co-creating the evaluation plan alongside CR's MEL team, reviewing existing evidence of our peace practice, consulting with selected staff, and producing an evidence based report on the achievements and gaps in relation to the evaluation questions cited in section 3.

2. Background

2.1 Conciliation Resources

Conciliation Resources is an international organisation committed to stopping violent conflict and creating more peaceful societies. We work with people impacted by war and violence, bringing diverse voices together to make change that lasts. We connect the views of people on the ground with political processes and share experience and expertise so others can find creative responses to conflict. We are a registered charity founded in 1994.

2.2 Strategic Plan 2020-25 and the mid-term Evaluation

Our Strategic Plan focuses on improving the quality of peace processes and support to peace initiatives. This means applying, testing and learning from approaches that are inclusive, sustainable and transformative, and advocating the adoption of effective international policy priorities.

We are halfway through our Strategic Plan, and want to take this opportunity to take stock of how far we have come in relation to our strategic goals and ensure the strategy is still fit for purpose.

We want this evaluation to provide valuable learning on what has been achieved, what areas of the strategy need more attention and what areas are no longer relevant, and to identify any gaps in the strategy as a result of organisational or external changes.

3. Evaluation questions

The evaluation will help Conciliation Resources answer five overarching questions:

- To what extent has progress been made in meeting the Peacebuilding Goals as outlined in the strategy [‘OUR PRIORITIES TO 2025’ pp 4.5]?
- How effective have our interventions been in addressing the key three challenges outlined in our strategy that undermine effective peacebuilding [‘THE CHALLENGES WE WILL TACKLE’ pp 10-12]?
- What aspects of our approach have been more and less effective in achieving peacebuilding outcomes?
- What changes need to be made to the strategy to ensure it can accurately guide the next two years of programme delivery?
- Are our methods for monitoring, evaluation and learning adequate and effective in measuring success and achievement and facilitating learning, and how might they be improved?

4. Evaluation design

4.1 Method

This evaluation will be desk-based. The consultant will be responsible for:

- Drafting evaluation methodology in consultation with CR’s Head of MEL.
- Analysing the existing evidence [Outcomes recorded in Podio from 2020-2022 (circa 250), Outcome Harvesting reports, project evaluations and any other relevant documentation] and map our evidence against our peacebuilding goals.
- When needed, further examination of outcomes identified by the programmes teams using the Outcome Harvesting Methodology.
- Validating and testing findings through a series of videocall interviews with CR staff and partners.
- Produce an analysis report to present 1. Key achievements, challenges and gaps in relation to the evaluation questions, 2. Clear set of evidence based claims on what has worked well and less well in achieving the Peacebuilding goals, 3. Recommendations on how to best support the fulfilment of the strategy moving forward and 4. Assessment of CR’s approach and ability use evidence to improve and shape our peacebuilding practice.
- The report format will be reviewed by key CR staff following the submission of the first draft. The consultant will subsequently be responsible to apply any feedback and recommendations provided at this stage.
- The report will be reviewed and signed off by the Head of MEL
- The final output will capture the thematic content from the above. It will include a short Executive Summary with actionable recommendations.
- the final report will be submitted by the last week of July.

4.2 Dates deliverables

We expect the evaluation will run between June and July 2022. The final evaluation report should be delivered by July 29th.

The following plan provides a tentative overview of the timeframe, activities and the expected deliverables. Once appointed the consultant would develop a more detailed schedule and workplan in consultation with the Head of MEL.

Deadline	Number of days (estimates)	Activity	Deliverable(s)
27 th of June 2022	[1 day]	Evaluation introduction; Meeting with CR staff	Inception report and work plan
28 th June – 13 th of July	[8 days]	Desk review: Analysing the existing evidence [Outcomes recorded in Podio from 2020-2022(circa 250 outcomes), Outcome Harvesting reports, project evaluations and any other relevant documentation].	Data analysis: Circa 250 outcomes statements. 15 OH reports 3 Project evaluations
6 th -13 th of July	[3 days]	Interviews, validation and/or further investigation of outcomes.	Interviews with staff from different levels and locations (Max 5).
13 th – 22 nd July 2022	[5 days]	Data analysis and report writing	First draft
25 th of July	[half a day]	Meeting with CR staff to present results and feedback on the evaluation draft	Results' presentation/discussion
27 th -28 th of July	[1.5 day]	Review and update of report based on recommendations	Final report (by 29 th of July)
Total	19 days		

4.3 Report Format

The final report, which should be no longer than x pages, should follow the following structure:

1. Executive Summary (2 pages)
2. Introduction to the evaluation
3. Findings in relation to the evaluation questions
4. Recommendations
5. Annexes – to include terms of reference, methodology for data gathering and analysis, sources, references, etc

We would like the Executive Summary to be extractable and to serve as a standalone effective means of communication , written in an accessible way. This will present clear and succinct answers to the questions posed. The executive summary should provide short narratives to illustrate the ways in which CR made, or helped to make, a difference. We hope it will provide

constructive criticism of CR's impact and practice, pointing out areas for development and to identify lessons that may be of interest in supporting conflict transformation work.

5. Administration and consultancy management

Reporting

The consultant/s will be contracted by Conciliation Resources and report to the Head of MEL.

Gender equality and diversity

The consultant must demonstrate a commitment to gender equality, diversity and inclusion, including a respect for diverse cultures and ways of working and adhere to CR's equality, diversity and inclusion policy.

Security and safeguarding

In the course of their work, the consultant should abide by the Safeguarding Policy and the Safety and Security Policy. In particular the consultant should consider how to ensure they do no harm during the course of the consultancy. If the consultant hears or sees anything that does not look right, they should raise a protection or safeguarding concern by emailing safeguarding@c-r.org.

Invoicing: In addition to the requirements outlined in the consultancy agreement, invoices should be addressed to Conciliation Resources, 106 Burghley Road, London NW5 1AL, UK and will be paid by bank transfer. CR will provide guidance on required information for inclusion in the invoice.

6. Consultant/s Specification

- A track record of conducting complex, high-quality organisational evaluations which have generated actionable recommendations for organisational strategies (essential)
- Commitment to working in an international environment with gender and cultural sensitivity (essential)
- Strong verbal and written English language skills (essential)
- Experience in working on sensitive issues with confidentiality (essential)
- Knowledge and/or experience on the Outcome Harvesting methodology (desirable), or experience of equivalent comparable complex-aware, qualitative MEL methodology
- Proven experience of evaluating peacebuilding organisations and programmes (desirable)
- Knowledge of at least one context in which CR works (desirable)
- Sound knowledge and understanding of conflict prevention and peacebuilding issues (desirable).

7. Application process

To apply, please submit a proposal, including (i) short narrative (2 page maximum) detailing your suitability and approach to the assignment; (ii) financial proposal* for the assignment with indication of the total suggested budget based on a date rate inclusive of VAT; (iii) CV(s) (2 page maximum per CV). All proposals should be emailed to recruitment@c-r.org. The deadline for receipt of proposals is Monday 20th of June.