

Terms of Reference

Mid-Term Evaluation of the, Sustainable Ownership Programme: Empowering communities and civil society in Liberia

I. BACKGROUND

Forum Syd (that changed name to ForumCiv in June 2020) is a politically and religiously unaffiliated development cooperation organisation with around 140 member organisations from Swedish civil society. Together we work with human and civil rights and facilitate popular participation around the globe. ForumCiv has worked in Liberia since 2018 when the implementation of the *Sustainable Ownership* programme started. ForumCiv Liberia has its main office in Gbarnga, Bong County and two sub-offices in Bomi and Grand Gedeh Counties, along with one Satellite office in Monrovia.

The Sustainable Ownership Programme runs from June 1, 2018 to December 31, 2021 and was designed to strengthen and develop the fledgling civil society in Liberia, with a focus on promoting human rights and democracy, gender equality, and environment and climate change. This constitutes in the so-called Component A. At the request of Sida at the Swedish Embassy, ForumCiv also added a Component B to the programme which focuses on Land Rights and follows the 2018 passage of the Liberia Land Rights Law. Components A and B are both linked to in the revised Results Framework, June 2020.

Programme objective:

“Civil society organization have developed and strengthened their presence in rural counties in Liberia through increased capacity of right-holders living under marginalized conditions to claim their rights and participate in locally owned initiatives and local development processes including land rights”.

The key methods of the Sustainable Ownership Programme are grant making and capacity development aimed at local civil society actors. Both methods are used to strengthen the capacity of the partner organizations in governance, management and programme issues. The capacity development includes coaching and mentoring and is tailored to the specific needs of the individual civil society organization in order to have the greatest impact. In addition, other activities targeting communities, individuals and informal groups include outreach and awareness raising through traditional means such as meetings and workshops as well as more innovative methods like storytelling, theatre and music, both in-person and via various media. ForumCiv uses the Rights-Based Approach in all its work and a set of tools called the Right(s) Way Forward for community organizing.

These methods and strategies are expected to bring about the following three outcomes:

- Outcome 1: Partner organisations and communities have developed their capacity to participate in decision-making processes.
- Outcome 2: Partner organisations have developed their advocacy and monitoring skills of governmental institutions, public services providers and/or private sector actors' performance in relation to the three thematic perspective of the programme, and Land Rights.
- Outcome 3: Partner organisations and existing civil society networks have the capacity and resources to develop, fund-raise and implement projects of their own choice that are clearly linked to the needs and priorities identified by the involved rights-holder groups and communities.

2. EVALUATION PURPOSE AND INTENDED USERS

The midterm evaluation aims to assess the continued relevance of the programme, and the progress made towards achieving its planned objectives. The evaluation is intended for both learning and accountability purposes and is expected to generate relevant findings, lessons-learned, and recommendations which will be shared with donors, partners and local stakeholders and used to guide and inform the planning of the remaining time of the programme. The overall purpose of this evaluation is to provide an opportunity to make modifications to ensure the achievement of these objectives within the timeframe of the programme. In addition, it will provide an opportunity to ascertain if the programme is relevant and useful to the key stakeholders and is being conducted in an efficient manner.

The primary users of the evaluation are the programme staff working at ForumCiv, as they adapt the programme going forward, and the Swedish Embassy in Liberia, as the main donor. The secondary users are the partners involved in programme, especially the civil society organisations in Bong, Bomi and Grand Gedeh counties that have been part of the programme so far.

3. EVALUATION OBJECTIVES AND SCOPE

The mid-term evaluation of the Sustainable Ownership programme will cover the implementation period from June 1, 2018 until July 31, 2020. The evaluation will cover all key activities undertaken so far and as described in the programme documents. The specific objectives of the mid-term evaluation are:

- **Relevance** - Evaluate if the assumptions made to address the problem/issue stated in the programme application are still relevant and accurate by analysing the context in which the programme is being implemented. Below are some guiding questions and for the evaluation:
 - To what extent has progress been made through the implementation of the Sustainable Ownership Empowering Communities & Civil Society Organizations in Liberia in achieving the objectives under ForumCiv?
 - To what extent does the implementation of the project reflect buy-in from communities, counterparts and stakeholders?
 - Assess the relevance of the programme based on the needs and priorities of the target group/rights holders.
 - Assess the methods of planning, monitoring and evaluation of the implementing parties (ForumCiv and local partner organisations) to ensure relevance, active participation and ownership of the demanded changes by the target group/rightsholders.
 - Assess the rationale of the integration of the Land Right Component (component B) of the programme.
 - Assess to what extent the issues of gender equality, conflict sensitivity, climate change and environment have been part of the programme implementation, including the projects implemented by partner organisations.
- **Efficiency and effectiveness** - Evaluate the efficiency and effectiveness of the programme implementation in terms of achieving its overall objective, outcomes and delivering outputs. This includes a review of the methods and strategies applied in the key activities of the programme, and if these has contributed to any results (positive and negative, as well as intended and unintended)¹:
 - Assess to what extent the programme is on track towards achieving the overall objective and outcomes;
 - Assess to what extent the methods used have contributed to these outcomes/results:
 - Has the grant-making towards partner organisation worked well?

¹ In this ToR, ForumCiv uses results in its wider meaning, implying both intended and unintended ones, as well as positive and negative results. The evaluation team should keep this in mind during the whole evaluation phase.

- Have the two funding modalities sub-grants and seed-grants been able to address the needs and priorities of the target group/rights-holders? What could be done differently?
 - Has the capacity development of partners and target groups worked well? Which training activities and techniques have been the most successful at developing capacity of the actors involved in the programme? Which training activities and techniques have not been so effective? What could have been done differently?
 - Were resources (funds, human resources, time, expertise, etc.) allocated strategically and in a cost-efficient way, i.e. could the programme have been implemented with fewer resources without reducing the quality and quantity of the results?
 - Should there be budget constraints, what interventions should be kept, and which should be discontinued? Provide a prioritized list using cost-benefit analysis.
 - Are there alternative options to achieve more effective change?
 - To what extent has the Right(s) Way Forward methods or tools helped CSOs analyse issues and engage with duty bearers in relation to the three thematic focus areas of the sustainable ownership programme.
- **Partnership(s)** – Evaluate the partnerships between all involved parties (ForumCiv, partner organisations, the Swedish Embassy in Liberia etc.), and specifically highlight possible power-relations and their influence on programme implementation.
 - Assess the partnerships between the following actors according to values of transparency and accountability:
 - ForumCiv and other international development organisations;
 - ForumCiv Stockholm and ForumCiv Liberia;
 - ForumCiv Liberia main Office and ForumCiv Liberia satellite offices;
 - ForumCiv three Satellite offices and local partner organisations;
 - ForumCiv Liberia and CSOs partners, right holders and duty-bearers.
 - Are there any power relations between these actors that would be important to consider?
 - What has been the added value of having one ForumCiv main offices in Gbarnga and three satellite offices in Monrovia, Bomi and Grand Gedeh?

The evaluation study will center on the work carried out by ForumCiv in Liberia. It should also take into consideration the results obtained by partner organisations in Bong, Bomi and Grand Gedeh County. And, the evaluation shall take into consideration the communication and coordination between:

- ForumCiv Stockholm and Forum Civ Liberia (Gbarnga);
- ForumCiv’s main office in Gbarnga and Satellite offices (Monrovia, Bomi and Grand Gedeh);
- ForumCiv Liberia and partner organisations;
- Partner organisations and rightsholders at the community level;
- Rightsholders and duty bearers.

4. METHODOLOGY

All evaluations commissioned by ForumCiv should use participatory methodologies. The evaluation approach, data collection, and analysis methods must be right-based and gender- and conflict sensitive. The evaluation methodology must generate the accumulated information and knowledge that rights holders within the programme hold and take into account their analytical capacity to identify results and limitations within the programme. The methods used should be multiple (to allow for triangulation), preferably with analysis of both quantitative and qualitative data. The evaluation data should be disaggregated by sex, age, ability, region, etc. when possible.

The evaluation team will conduct a desk review of available literature including activity and project documents. The evaluation team will also look at sectoral assessments that were used to determine interventions. Visits to the relevant partners will provide qualitative data for analysis through methods such as in-depth and key informant interviews, focus groups, and direct observation. The qualitative data collection will be supplemented through quantification of qualitative information, especially through participatory ranking exercises that will provide numeric insight on respondent priorities. It is also expected that the evaluation team will use data provided by the implementing partner in regular quarterly and annual reports, performance reporting, assessments, and budgets for most of the quantitative data required. Primary collection of quantitative data and large-scale structured surveys are beyond the scope of this evaluation.

ForumCiv Liberia team will provide documents for the desk review, as well as contact information for prospective interviewees. The evaluation team will be responsible for identifying and reviewing additional materials relevant to the evaluation, as well as additional contacts. Illustrative data sources include but are not limited to:

1. ForumCiv's agreement with the Embassy of Sweden (including programme description);
2. Pre-study document for the programme;
3. Annual work plans and budgets;
4. Monitoring and evaluation plan;
5. Quarterly and annual progress reports (financial and narrative);
6. Monitoring and Evaluation Indicator Tracking Table;
7. Baseline assessments;
8. Organizational assessments and tools;
9. The Land rights study document;
10. Agenda for transformation;
11. Other related national data and reports.

The methodology and activity plan should be proposed by the evaluator including but not limited to:

- Desk review of literature, context of Liberia and background on civil society;
- Desk review of programme documents: reports, applications, result matrix, etc.;
- A field trip to the programme sites in Liberia. Activities should focus on topics that identify achieved progress in the programme;
- Focus group meeting/s with direct and indirect stakeholders.

All information necessary to carry out the evaluation will be provided by ForumCiv, such as programme documents, programme progress reports (narrative and financial ones), project documents and reports from partners (narrative and financial ones), etc. ForumCiv will facilitate the contact with stakeholders and other partners involved in the programme that the evaluation team deems necessary to answer the evaluation questions.

5. STAKEHOLDER INVOLVEMENT

The evaluation team is expected to involve all relevant stakeholders in the research phase of the evaluation, such as donors, partner organisations and target groups. The evaluation team is also expected to identify relevant stakeholders to be involved in the field research activities. When it comes to the rights holders, the evaluation team is expected to identify and consult the views of the groups that are targeted by the programme. The evaluation team should actively seek an inclusive view and opinions of the stakeholders' involvement, taking into consideration gender and conflict sensitivity.

According to the stakeholder analysis, developed by the Evaluation Management Group, the specific stakeholders that needs to be considered during the evaluation study are:

Type of Stakeholder	Name of Stakeholder (organization name)			Type of participation
Duty Bearers	1. Monrovia Level Stakeholder			Informants/face-to-face interviews
	Organisation	Contact Person		
	FAO	Kolly Allison		
	LANZDESA	Constance Teage		
	CAFOD	Jennifer Mbithi		
	WORLD BANK	Akhilech Ranjan		
	EU	Vera Kellen		
	INHCR	Rev. Bartholomen B. Colley (Atty)		
	LLA	Kula Jackson		
	EPA	Princess Yancy		
	2. Gbarnga, Bong County			
	1	Ministry of Internal Affairs (MIA)		
	2	Ministry of Gender, Children, and Social Protection (MOGCSP)		
	3	Liberia Land Authority (LLA)		
	4	Ministry of Health (MOH)		
	5	Independent National Human Rights Commission (INCHR)		
	6	Ministry of Justice (MOJ), Women and Children Protection (WACPS)		
	7	Environmental Protection Agency (EPA)		
	3. Bomi County:			
	1	Ministry of Internal Affairs (MIA)		
2	Ministry of Gender, Children, and Social Protection (MOGCSP)			
3	Liberia Land Authority (LLA)			
4	Ministry of Health (MOH)			
5	Independent National Human Rights Commission (INCHR)			
6	Ministry of Justice (MOJ), Women and Children Protection (WACPS)			
7	Environmental Protection Agency (EPA)			
4. Grand Gedeh County:				
1	Hon. Betty Breeze Doh, Development Superintendent for Development -			
2	Hon. Monroe, District Commissioner -			
3	Clan chief			
4	Town chief			
5	Paramount chief			
6	Paul T. Neo, County Inspector -			
Strategic partners	Partner			Skype and/or face-to-face interviews
	Organization	Contact Person		
	Civil Society Working Group on Land Reform	Alphonso Henries		
	Map for Life	James Yarsiah		
	Den-L	Johnson Kesselly		
	NAYMOTE	Moses Bailey		
Bong County CSO working group on Land Rights				
LEOs/ CSO	Sub grant partners			Skype and/or face to face interview Questionnaires
	Name of CSO-----County			
CBOs	Seed grant partners :			
	Name of CSO-----County			
Communities	Bomi Communities per CSOs			Face to face interview Questionnaires
	Bong Communities per CSOs			
	Grand Gedeh Communities per CSOs			

	<p>BOWDA</p> <ol style="list-style-type: none"> 1. William Community 2. Tubman Avenue 3. New Road 4. Baejah 5. Maher 6. Colmer Hill <p>WOCI</p> <ol style="list-style-type: none"> 1. Gayah Hills 2. Johnsons Farm 3. Gbah jackeh Communities 4. Beafini 5. Seia Town 6. Tai Town 7. Malema 8. Goblak Community 9. Voker Town 10. Cooper town 11. Suawoo town 12. Zuah town 13. Gbojah town 14. Suehn town <p>SADAYA</p> <ol style="list-style-type: none"> 1. Monnor, 2. Zordee, 3. Feffeh town, 4. Juelijuah, 5. Gonah town, 6. Sass town 7. Golodee Gallah, 8. Nyamah, 9. Gonjeh, 10. Gagamah 	<p>CJPS</p> <ol style="list-style-type: none"> 1. Foloblai, 2. Beletaila, 3. Taylor Town, 4. Zeansue 5. Fainutolie, 6. Beletfania 7. Gbalatuah 8. Gbarnga City 9. Kollie-ta <p>RWRS</p> <ol style="list-style-type: none"> 1. Zebay, 2. Gbaita, 3. Gbarnjatah, 4. Shillingta, 5. Jarmue 6. Nuyea <p>CODRA</p> <ol style="list-style-type: none"> 1. Garmu, 2. Gbondoi, 3. Bellemue 4. Forquelleh 5. Belefania 6. Gbelcon <p>Proposed Communities for Land Rights intervention in BOMI</p> <ol style="list-style-type: none"> 1. Beafine Town 2. Barmore Town 3. Zuwah Town 4. Sumo Town 5. Vorkor Town 6. Malemai Town 	<p>SEWODA</p> <ol style="list-style-type: none"> 1. Boundary, 2. Dweh Town, 3. Banglor, 4. Ziah 5 and 9, 5. Wulu, 6. Tugor, 7. Sentudru <p>GP-NET</p> <ol style="list-style-type: none"> 1. Toffi town 2. Diahn, 3. Jarzon, 4. Jaybo, 5. Tiamah 6. Duo, 7. Karwoleh 8. Zwedru 9. Zai 10. Gbabo <p>Arkondeh</p> <ol style="list-style-type: none"> 11. Toe town, 12. Blown, Zleh, 13. Polar, 14. Zammie, 15. Jarwodeh 16. Senneh-wein 	
Rights Holders	<p>Bomi County Rights Holders</p> <ol style="list-style-type: none"> 1. Students 2. Marginalized group (Women) 3. Farmers 4. Charcoal Burners 5. Youth and 6. Other Community Dwellers 	<p>Bong County Rights Holders</p> <ol style="list-style-type: none"> 1. Marginalized group (Women) 2. Farmers 3. School Environmental clubs 4. Youth and 5. Other Community Dwellers 	<p>Grand Gedeh County Rights Holders</p> <ol style="list-style-type: none"> 1. Students 2. Marginalized group (Women) 3. Farmers 4. CC committees 5. Youth and community dweller 	Face to face interview Questionnaires
Other international NGOs	Action Aid Liberia (AAL), Kvinna till Kvinna, Defense for Children Inc, Plan International Liberia, Mary's Meal. Medica Liberia			Skype and/or face to face interview Questionnaires
Donor	Sida at the Swedish Embassy in Monrovia.			Face to face interview Questionnaires
Other	ForumCiv Liberia Programme Team Staff (both in Liberia and Impact Quality Assurance unit in Stockholm).			Skype and/or face to face interview Questionnaires

6. EVALUATION TEAM

The evaluation team should consist of at least two members, (Team Leader/Senior Evaluation Specialist, and a technical expert on Human Rights/ Civil Society Engagements), one local to Liberia and one with an international background. The Team Leader and the Technical Expert shall demonstrate the following qualifications:

Team Leader/Senior Evaluation Specialist: S/he will be responsible for coordinating the overall activities of the evaluation team. The Team Leader will approve the final evaluation design, oversee the development of evaluation instruments, integrate the findings of different team members, and coordinate the preparation of the final reports. The Team Leader should have at least ten years of experience on rights-based approach, preferably from assessments and/or evaluations in West Africa. Knowledge of Land Rights and legal sector is preferred. S/he should have experience in managing multi-disciplinary teams and developing and conducting qualitative evaluations. It is essential that the candidate has the ability to conceptualize and structure evaluation activities and produce high quality evaluation reports in English. A degree graduate degree in law, public administration, management, research, or related field.

Technical Expert, Human Rights/Civil Society Engagement: The subject matter specialist shall have experience and knowledge about the political context in Liberia, particularly on rule of law, human rights, anti-corruption, CSOs and governance with national and national or international organizations. This person must also have strong social analytical skills, specifically in designing and evaluating similar human rights-based programmes. The incumbent must be able to conduct interviews and focus group discussion and analyse the resulting data. Strong English language speaking and writing skills as required. An advanced university degree in Social Sciences, for example, development studies, evaluation methodologies, or another related field with at least 5 years of working experience.

7. OUTPUTS AND REPORTING

The Evaluation Team is expected to produce the following deliverables:

- An inception report, including:
 - a. A description of the methodology to be employed and how relevant stakeholders will be involved;
 - b. A detailed work plan, including the resources and time that will be located for each task;
 - c. The strategies that will be used to present and disseminate the evaluation results;

The inception report must be approved by ForumCiv before the field work can start.
- A first draft evaluation report, which should be submitted to ForumCiv.
- A presentation of evaluation findings and conclusions during a seminar with ForumCiv, partners, donors and other relevant stakeholders.
- A final evaluation report to be delivered to ForumCiv.

The draft and final evaluation report should adhere to the following:

- Be maximum 30 pages long, excluding the Executive Summary and Annexes;
- Be written in English. The consultant is instructed to adhere to the terminological conventions of the OECD/DAC Glossary on Evaluation and Results-Based Management;
- Follow the structure presented in the table below.

Evaluation report structure

EXECUTIVE SUMMARY

- Summary of the evaluation, with particular emphasis on main findings, conclusions, lessons learnt and recommendations.

INTRODUCTION

- Presentation of the evaluation's purpose, questions, methodology and limitations.

THE EVALUATED INTERVENTION

- Description of the evaluated intervention, and its purpose, logic, history, organisation and stakeholders.

FINDINGS

- Factual evidence, data and observations that are relevant to the specific questions asked by the evaluation and are based on sound analysis and interpretation of such evidence.

EVALUATIVE CONCLUSIONS

- Assessment of the intervention and its results against given evaluation criteria, standards of performance and policy issues.
- The conclusions should refer to both positive achievements and the less successful aspects of the programme.
- Concise explanations for achievement or non-achievement should be presented. Conclusions should be cross-referenced to the main text of the report.

LESSONS LEARNT

- General conclusions that will have a potential for wider application and use.
- Lessons learnt should be anchored in the findings and conclusions of the evaluation. They should be rooted in real programme experiences, i.e. based on positive/ good as well as negative/ bad practices, which could be replicated or derived from problems encountered and mistakes made which should be avoided in the future.
- Lessons learnt should briefly describe the context from which they are derived and specify the contexts in which they may be useful.

RECOMMENDATIONS

- Recommendations are actionable proposals on how to resolve concrete problems affecting the programme or the sustainability of its results.
- All recommendations should be anchored in the findings and conclusions of the report, with proper cross-referencing. In some cases, it might be useful to propose options, and briefly analyse the pros and cons of each option.

ANNEXES

- Evaluation Terms of Reference
- Response to stakeholder comments received, but not (fully) accepted by the evaluation team
- Methodology for data gathering and analysis
- Evaluation plan
- References, etc.

Task/Deliverable	Estimated time (Days)	
	Int'l	Nat'l
Review background documents & preparatory work (offshore): Draft work plan submitted to ForumCiv	3	2
Travel to Liberia	4	0
Team Planning Meetings ForumCiv program team in Gbarnga	2	2
In-brief presentation with ForumCiv and Inception report	2	2
Field work: Data collection and On-Going Data Analysis	20 (incl. travel)	20 (incl. travel)
Debrief presentation with ForumCiv and partners	1	1
A first draft evaluation report, which should be submitted to ForumCiv	5	3
ForumCiv performs quality assurance check and edits draft report	0	0
ForumCiv submits draft report to Sida	0	0
Sida or ForumCiv HQ comment on draft report	0	0
Evaluation Team Leader revises draft report to incorporate comments and submit final report	3	0
Total time required	36	30
Working days Team Leader (including international travel)	40	
Working days national or local team member		30

8. WORKPLAN AND SCHEDULE

The volume of the assignment amounts to a total of up to 40 working days. The consultant should provide the workplan and the schedule for the assignment. The evaluation team is expected to start 1st of October 2020, and end 30th of November 2020 according to the following timeline:

- 1: Team planning meeting with ForumCiv and partner until October 5;
- 2: Inception report to be submitted to ForumCiv until October 17;

- 3: Field work until November 10;
- 4: Debrief with ForumCiv and partner until November 13;
- 5: Analysis until November 16;
- 6: Draft report to ForumCiv until November 20;
- 7: Final report to ForumCiv until November 30.

9. LOGISTICS

The evaluation team is anticipated to visit and conduct consultations and data collection visits primarily in the greater Monrovia area with Sida, the Liberia Land Authority (LLA), international partners, stakeholders etc. ForumCiv is responsible for making meeting and logistical arrangements for the evaluation team including hotel, air travel, and local transportation arrangements.

Evaluation team members are authorized and expected to work a six-day week. Travel over weekends may be necessary. For planning purposes, contractors or consultants should be aware of Liberian holidays during the evaluation time frame.

10. BUDGET AND PAYMENT

The consultant should provide the budget for the assignment. The total budget for evaluation should not exceed 250,000 SEK including VAT. Consultants fees shall be specified as fees per days including taxes, social security contributions, etc. The Tender shall state total values of tender, including expenses such as telephone, internet, postage and any other expenses related to the assignment.

The payment of the evaluator's fee will be made in two instalments: 50% of the evaluation fee will be paid to the evaluator(s) after the approval of the inception report. The remaining 50% will be paid to the evaluator(s) after the final evaluation report has been approved by ForumCiv.

11. PROCUREMENT

The assignment is subject to an open tender procedure, handled directly by a ForumCiv assessment group. The tenders will be assessed considering the following aspects:

- The contents of the tender (that all the required information is enclosed);
- The qualifications and experience of the Evaluation Team;
- Experience from working with country/sector;
- The methodology and approach proposed;
- The cost of the tender.

Questions concerning the tender can be posed to the contact persons indicated below. ForumCiv reserves the right not to accept any of the tenders submitted. In addition, ForumCiv reserves the right to take references for the proposed candidate.

Tenders shall include:

- A description of the approach and methods they intend to use to implement the assignment and to guarantee the quality of their work;
- A detailed work plan and proposed time schedule for the assignment;
- The preferred location of work;
- The qualifications of the persons available for the assignment and attach a CV for each of them.

The tender, including all required information, is to be submitted to ForumCiv by e-mail (Job.Liberia@forumciv.org) **at the latest 21 August 2020 at 17:00 hours (EST)**.

The email should be named; **“Tender – evaluation study of the Liberia sustainable ownership Programme”**. Tenders shall remain valid for a period of 60 days.

12. CONTACT INFORMATION

For further information, please contact:

Asa Chon, Programme Manager
ForumCiv Liberia
Mobile: +231 0880418156/0770187477
Email: asa.chon@forumciv.org

or

Hélène Françoise Palmgren, Planning, Monitoring & Evaluation Officer
IQA Unit ForumCiv Stockholm
Mobile: +46 720 70 49 76
Email : helene.palmgren@forumciv.org