

Evaluation Terms of Reference Human Security Survey projects in Iraq and South Sudan



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Summary

PAX's Protection of Civilians (POC) team is seeking qualified applicants to conduct a midterm evaluation of its **Human Security Survey** initiative, currently implemented in **Iraq** and **South Sudan**. The evaluation should take place between August and November 2018. Individuals or teams are encouraged to apply.

PAX Overview

PAX brings together people who have the courage to stand for peace. Together with people in conflict areas and concerned citizens worldwide, PAX works to protect local populations against acts of war, to end armed violence, and to build a just peace. PAX works on the basis of two central values: human dignity, and solidarity with peace activists and victims of violence.

The protection of civilians is at the heart of PAX's work. On the ground in regions of conflict, PAX works with local activists and organisations to examine how civilians can best be protected against the destructive effect of war. Since the genocide in Rwanda and the failed attempts to protect civilians in the former Yugoslavia in the 1990s, the protection of civilians has been high on the international agenda. But who is responsible for ensuring their security? And how? What resources and skills are needed? The answers to those questions are largely dependent on the local dynamics at play in a conflict setting. Unfortunately, there is rarely sufficient quality or quantity of data from the local level to effectively inform decisions about improving the security environment.

PAX's POC team therefore works in close collaboration with local partners and communities to identify the most pressing security needs at the grassroots level, and share them with relevant stakeholders in the local context and internationally. We aim to facilitate the incorporation of civilians' experiences and priorities in the design and implementation of security strategies through a variety of complementary efforts, including research, dialogue, training, policy analysis, and advocacy.

Project Background

PAX developed a unique methodology to give civilians in conflict-affected communities a voice in discussions about their security: the Human Security Survey (HSS). Local researchers equipped with a mobile phone-based survey platform conduct interviews with everyday people about their **experiences, perceptions, and priorities** related to protection. What are the most significant threats they face, and what are the resulting impacts on their daily lives? Who or what are sources of security or insecurity? What do civilians think of international missions that are responsible for protecting them? What are the most important opportunities for peace?

The research findings are analysed and then used to stimulate dialogue at the local level between civilians and relevant authorities. Through **community engagement** activities and **local advocacy**, PAX and its partners aim to inform and influence representatives from government institutions, national security forces, informal armed groups, and international organizations with regard to civilian security priorities. By continuing this cycle of data collection, analysis, and facilitated discussion over multiple years, PAX and its partners can track trends and work to affect more sustainable change.

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The three objectives of the HSS are as follows:

1. **to increase the understanding of local human security experiences, perceptions, and trends;**
2. **to enhance the claim-making capacity of civilians to identify local protection priorities and hold security providers and authorities to account;** and
3. **to inform the design and implementation of effective protection policies through evidence-based advocacy at local and international levels.**

Note that while the overall theory of change is the same in both countries, the implementation process and research methodology are contextualized according to local political and security dynamics, partner capacities, and available resources and networks.

Project management

PAX currently implements the HSS in two contexts, **Iraq** and **South Sudan**. The first full project cycle in both countries occurred in 2017, and the second year of implementation is currently underway. Our current funding from the Dutch Ministry of Foreign Affairs continues through the end of 2020.

HSS in Brief

	Iraq	South Sudan
<i>Partners</i>	Iraqi Al-Amal Association (IAA) Iraqi Al Firdaws Society (IFS)	South Sudan Action Network on Small Arms (SSANSA) Assistance Mission for Africa (AMA)
<i>Target regions</i>	Basra, Kirkuk, and Salahaddin governorates	Eastern Lakes, Jubek, Jonglei, and Southern Liech (Unity) states
<i>Respondents to date</i>	3,651	3,408

Within the POC team the HSS is run as two separate projects, each with its own Project Lead based in PAX's headquarters office in The Netherlands. The Project Leads, with support from a shared Project Officer, are responsible for training survey enumerators and supervisors, providing guidance and technical assistance to the data collection teams, cleaning and analysing the data, and producing and disseminating research deliverables, such as written reports or presentations. The Project Leads also manage budgets, donor relations, and other key administrative tasks. The local partners are primarily responsible for identifying and recruiting local enumerators, participating in training workshops, overseeing the data collection process in the field, and planning and facilitating community engagement activities and local advocacy meetings. In addition, the partners are expected to perform security assessments, liaise with relevant authorities, and contribute to financial and process management through regular reporting.

Other members of the POC team use the survey data and outcomes from community engagement activities in both country contexts to inform our other programming, namely performing advocacy and policy analysis around POC issues or conducting pre-deployment and technical training for international security forces.

Evaluation Overview

Evaluation users

The primary users of the evaluation will be the two Project Leads and Project Officer, as well as key staff from the four local partner organizations in Iraq and South Sudan. Secondary users will be other members of PAX's POC team, as well as key staff from the partner organizations. Additional audiences may include PAX's Planning, Monitoring, and Evaluation (PME) department, the Iraq and South Sudan country teams, and representatives from the Dutch Ministry of Foreign Affairs. Unless there are findings that would have negative security implications for our partners or respondents in the field, we intend to make the final evaluation report public.

Learning objectives

PAX is primarily interested in assessing the **effectiveness of the project's approach** and **relevance of the theory of change** in the two country contexts. As this will serve as a midterm evaluation, project staff will utilize the evaluation findings to inform decision-making and, if necessary, project adaptation in the remaining period of implementation. The evaluation results may also feed into future project design and fundraising. Below are some proposed lines of inquiry for these two core evaluation objectives. The evaluator will work with the two Project Leads to refine and contextualize these lines of inquiry during the inception phase.

Evaluation Objectives and Lines of Inquiry

Effectiveness

- To what extent were the key intended outcomes achieved?
 - Did enumerators build and demonstrate the technical skills necessary to conduct the survey in an effective manner?
 - Did local authorities that participate in community engagement events or advocacy meetings display changes in their behaviour as a result?
 - Is there evidence of international stakeholders utilizing survey reports or other deliverables to inform the planning or implementation of their protection strategies?
- What were the main factors that hindered the achievement of intended results? What were the main factors that enabled successful implementation?
- What were some of the most significant *unintended* outcomes, both positive and negative?
- How do PAX and partner organization staff reflect upon the quality of the project management process and working relationships between the organizations?
- How well did PAX and partner organizations respond to changes in the operating context that required adaptations to the original project planning?
- Are existing communications and security protocols sufficient to keep enumerators and respondents safe during and after the survey process?

Relevance

- Do our various audiences at the local and international levels perceive the HSS methodology as filling important information gaps about civilian protection issues?
 - Is a quantitative, mobile phone-based survey an effective means of collecting data on sensitive security issues in the local cultural and conflict contexts? Is the methodology appropriately gender sensitive?
 - Are the current means of disseminating survey results (i.e. data placemats, summary reports, and community dialogues) sufficiently informative, timely, and relevant to engage international protection actors and to incentivize changes in behaviour? How do these efforts inform these stakeholders' perceptions of PAX and its partners, and their willingness to cooperate in the field?
 - Do the key project outputs provide sufficient relevance and depth to be used by other PAX staff in lobby and advocacy work with international protection actors?
- Are the local partners able to engage relevant authorities in productive discussions about civilian protection issues via public events and/or advocacy meetings?
 - Is it feasible and sufficiently safe to bring a broad cross section of stakeholders together (including civilians, security forces, local leaders, etc.) for discussions about civilian protection issues? If not, why not, and how did the partners mitigate these challenges?
 - Are these forums an appropriate means for bringing particular attention to the needs and experiences of vulnerable groups, such as women or minorities?
- How do civilian community members perceive the value of participating in the survey and community engagement process? How do they perceive the potential risks of participating?
- Do the partners feel as though this project helps them to reflect on their own work and pursue their own priorities? If so, how can we enable the partners to increase their ownership of all stages of the process?

Evaluation plan

The evaluator will be responsible for developing an evaluation plan that meets the above objectives and answers as best as possible the proposed lines of inquiry (in consultation with key project staff). PAX anticipates that the

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process will involve a **desk review** of pertinent project documents and research deliverables;¹ **key informant interviews** with project staff from PAX and partner organizations; and, to whatever degree is feasible, **focus group discussions** or **interviews** with project participants (e.g. enumerators, local authorities, community members).² Project activities in both countries will be underway during the evaluation period, so **direct observation** may also be possible.

While some of this process can occur remotely, it is very much our intention that the evaluator travel to both Iraq and South Sudan in order to conduct parts of the evaluation in the field.

Evaluation Implementation

The evaluation should take place during **August to November 2018**, with the final deliverables due upon completion of the contract by **30 November**.

A total of **30-40 working days** will be available for:

- *Evaluation preparation* (including finalizing the TOR, reviewing initial project documents, creating and testing data collection instruments, and compiling a detailed inception report and evaluation plan);
- *Remote data collection* (including performing a thorough desk review of project materials and conducting interviews with PAX staff by Skype or in person);
- *In-country data collection* (including at least 7 days in Iraq and 10 days in South Sudan, inclusive of travel to and within both countries);³ and
- *Data analysis and synthesis* (including transcription, data analysis, compiling a draft report, presenting findings to PAX staff in person, and incorporating feedback from PAX and local partners into a final written summary report).

PAX's Netherlands- and South Sudan-based staff will provide logistical and technical support as needed throughout the evaluation process. The Project Leads and representatives from the local partner organizations will be available to compile project documents, provide advice regarding transportation and lodging, identify translators and drivers, and assist with scheduling meetings in the field.

Work products

The anticipated **final deliverables** for this evaluation may include:

- A detailed *inception report and evaluation plan* (due to PAX for approval within the first 5-7 working days and prior to departure to the field locations);
- A *draft summary report* of approximately 10 pages detailing key findings and clear, pragmatic recommendations (due to PAX for feedback within 20-25 working days); and
- A *verbal presentation of key findings and supporting evidence*, followed by a *participatory workshop on how to best utilize the evaluation* with relevant staff in PAX's headquarters in The Netherlands;
- A *final summary report* of approximately 15 pages (excluding any supporting annexes) that incorporates relevant feedback and can be distributed to a range of stakeholders (due prior to 30 November).

The project team anticipates benefiting most from a well-facilitated, in-person workshop to discuss the evaluation findings and potential next steps. However, some form of written deliverable will be a valuable means of sharing the evaluation results with other key stakeholders. If the evaluator is interested in proposing *additional or alternative deliverables* that will help to better reflect the results of the process, we are open to suggestions in the application responding to this TOR or during the inception phase.

¹ The evaluator will *not* be responsible for performing a thorough data quality assessment of the survey data itself.

² Note that for ethical and security reasons we do not collect contact information from survey respondents at any point, meaning that it will most likely not be possible to interview past HSS respondents about their experience.

³ We hope that the evaluator can travel at the very least to Erbil, in the case of Iraq, and Juba, in the case of South Sudan. If time, budget, and the sequencing with project activities allows, we would also expect that the evaluator travel to additional field sites (e.g. Basra, Iraq and Eastern Lakes, South Sudan).

Application Guidelines

Interested applicants must provide all materials outlined below to the Project Lead with the contact information provided at the end of this document by **17:00 CET on 3 August**. Candidates selected for an interview will be notified by **8 August**, and a final decision will be made by **20 August**. Note that these dates are subject to change if the recruitment process requires it.

Individual consultants or teams with the necessary qualifications are welcome to apply.

The selected consultant(s) should have demonstrated expertise in **utilization-focused project evaluation**, as well as familiarity with both **survey-based research methods** and **peacebuilding programming**. Previous **regional experience in Iraq and/or South Sudan** is desired. **Arabic language skills** are looked upon very favourably, but are not required. Additional information about desired qualifications is listed below:

- Bachelor's degree in social sciences, international relations, conflict resolution, or related field; Master's degree strongly preferred;
- Minimum 5 years of experience in designing, overseeing, and implementing project evaluation or combination of education, training, and experience;
- Experience with qualitative and quantitative data collection and analysis methods;
- Practical professional experience on the ground in conflict or post-conflict settings;
- Excellent intercultural communication skills, gender and cultural sensitivity, and the ability to work effectively with people from a variety of different backgrounds;
- Strong facilitation, presentation, and both written and verbal communication skills; as well as the ability to communicate effectively in English (and, if possible, Arabic); and
- Capacity to build trust and constructively engage with PAX staff, local partners, and other stakeholders.

Interested applicants should provide a **current CV** and a **max 3-page statement of interest/abridged proposal**. These materials should clearly outline the candidate's *1) key skills and experience* that are relevant to this evaluation, as well as *2) any key standards or principles* that inform his or her work. For the proposal, please include a concise description of *3) the desired evaluation approach* and core data collection methods, including an identification of *4) possible data limitations* and ways to mitigate them (recognizing that the applicant is operating with only the limited information provided herein.) Please also provide *5) a summary budget and cost justification*, and the names and contact details for *6) two recent references*. Note that PAX may ask for examples of previous work after reviewing the application materials.

Budget Guidelines

The projected budget for this evaluation is between **€25,000 – 35,000**. This figure includes **all costs relevant to the evaluation**, including daily rates, travel, per diems, meals and incidental expenses, communications, insurance, translation, contingencies, VAT, etc. Payment in full will not be made until all project deliverables have been received and verified as meeting PAX's expectations. *Please note that cost-saving will be a consideration in the review process.*

Contact Information

Please refer any questions and submit all application materials to the evaluation manager listed below before **17:00 CET on 3 August 2018**. Only candidates selected for further consideration will be contacted.

Point of contact:

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