**Terms of Reference**

**Final Evaluation**

(March 2023)

**Madini kwa Amani na Maendeleo**

“Improving security, social cohesion and human rights in mining areas of Eastern DRC”

1. **Context**

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| **Project period to be evaluated : 1 December 2019 – 31 August 2023** | **Evaluation timeframe : May-October** 2023 |
| **Geographical areas targeted by the project:**   * South Kivu province: Fizi, Kalehe and Shabunda territories (Chefferies of Bahavu and Bakisi, secteur de Mutambala ; groupements of Basimukuma-Sud, Buzi and Bamuguba-Nord) * Ituri province : Djugu and Mambasa territories (Chefferies of Mambisa, Bahema Baguru, Mambasa and Babila Bakwanza ; Groupements of Taratibu, Iga-Barrière, Nyangwe and Bapwele). | |
| **Projet duration: 4 years** (1 Dec. 2019 – 31 Dec. 2023) | **Evaluation supervisor:** The consultant will report to the DMEAL Manager at Alert DR Congo. |

Poor governance of the mining sector remains one of the main factors contributing to the ongoing conflicts in eastern DRC. Four key minerals are at the centre of these multidimensional conflicts, the 3TGs, which include tin, tungsten, tantalum (in the form of columbite-tantalite) and gold. In September 2019, International Alert and the Ministry of Foreign Affairs of the Kingdom of the Netherlands signed a partnership agreement for the implementation of the project entitled "Madini kwa Amani na Maendeleo" ("Improving security, social cohesion and human rights in mining areas of eastern DRC"). This project is being implemented by a consortium of five organisations, including the Observatoire Gouvernance et Paix au Sud-Kivu (OGP), Justice Plus in Ituri, IPIS and EurAc based in Belgium, and International Alert, which is the lead coordinator. The overall objective of the project is to 'Strengthen stability in the Great Lakes region'. It has two specific objectives, including:

* Reduce violent conflict and improve security in the “red” labeled gold and 3T mines of South Kivu and Ituri provinces;
* Improve regional security and stability through "cleaner" production and supply chains of these minerals, and more effective governance of the artisanal mining sector at all levels.

The project will end on 31 December 2023. These terms of reference are designed to outline the final evaluation of the project. The evaluation is to be carried out prior to project closure by an external consultant or firm approved by the project donor.

1. **Objectives of the evaluation**

The overall objective of this evaluation is to provide the final review of the Madini project by assessing its performance according to the OECD-DAC criteria and other specific criteria. This final evaluation has three main objectives:

To assess and analyse the achievements after four years of project implementation, compared to the expected results and in line with the theory of change that underpinned the design and ambitions of the project. This will involve determining the current level of achievement of the project's indicators (for project objectives and results) and comparing the final achievements with the baseline situation. As for the theory of change, the aim will be to examine the hypotheses of the causal links between actions and results and to confirm or disconfirm the explicit or implicit causal steps of the theory of change.

Capture changes in practices, behaviour and attitudes adopted by individual actors in the mining sector, members of targeted communities, security actors, agents of state services in the mining sector, and any other individuals and structures that are involved in the activities; highlight the relevant achievements and lessons, with a view to informing the continuation of the project and/or the development of other following projects.

To assess objectively, quantitatively and qualitatively, the relevance, efficiency, and effectiveness of the project interventions during this time, the sustainability of the results achieved, following the international evaluation criteria of the OECD/DAC as well as the internal and external management and coordination of the project.

1. **Evaluation methodology**

The evaluation methodology will be proposed by the consultant in his/her technical proposal. The consultant will have to propose two types of robust methodology to:

* Test the validity of the theory of change and its underlying assumptions, including the analysis of results and outcomes achieved and the logic chain linking interventions to results;
* Assess the relevance, efficiency, effectiveness, and sustainability of the project interventions, as well as the management of the project including the coherence and coordination within the consortium between the project partners.

The consultant will combine quantitative and qualitative approaches as necessary to adequately address the evaluation objectives and answer the different evaluation questions mentioned below. To properly evaluate the theory of change of the project, he/she will propose other specific methods of documenting change in order to give a better idea of the changes in the targeted communities and institutions to which the project might have contributed. The evaluation should also assess the gender sensitivity of the project and whether the different needs of women and men were taken into consideration, this includes the collection of sex-disaggregated data.

The proposed methodology should include the following phases:

*Preparatory phase:* review of all project documentation, updated analysis of the project implementation context, preparation of a work plan jointly with the project team; finalise the evaluation methodology and the development of data collection tools and a sampling methodology.

*Fieldwork:* Recruit and train[[1]](#footnote-1) local data collectors (if needed). Field test questionnaires with the different target groups through a pilot or pre-survey; conduct data collection.

*Analysis of qualitative and quantitative data:* triangulated and, if contradictions appear, explore and present hypotheses as to why such contradictions might exist; preliminary findings will be presented to the project team and the evaluation committee, and the consultant will need to take into consideration the project team's feedback.

1. **Calendrier et produits livrables :** L'évaluation aura lieu entre **mai et octobre 2023**.

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| **Activity** | **Person responsible** | **Deadline** | **Deliverables** |
| Publication of tender and selection of consultant/consulting company | Alert, Evaluation committee | 1 mars au 15 avril 2023 |  |
| Signing of contract with consultant(s) | Alert | 30 April 2023 |  |
| Literature review of the project  Preparation of the Inception Report, including  - A detailed methodology note,  - A data quality assurance plan  - Work plans, data collection and data analysis  - Evaluation protocol  Development of data collection tools (questionnaires, interview guide, Outcome Harvesting form or other proposed methodologies) | Consultant(s) | 15 June 2023 | Draft inception report  Draft data collection tools |
| Revision and resubmission and validation of final inception report | Evaluation committee | 30 June 2023 | Final inception report  Finalized data collection tools |
| Field data collection (qualitative and quantitative) | Consultant(s) | July-August 2023 | Detailed workplan and operational plan for data collection |
| Preliminary analysis of data and presentation of preliminary findings | Consultant(s),  evaluation committee | 1 September 2023 | PowerPoint presentation of preliminary results |
| Submission of first draft of the evaluation report in English | Consultant(s) | 29 September 2023 | Draft final evaluation report |
| Review of first draft of the evaluation report | Alert, evaluation committee | 6 October 2023 |  |
| Integration of inputs in 1st draft and submission of 2nd draft | Consultant(s) | 13 October 2023 |  |
| Submission of final report in English and executive summary in French | Consultant(s) | 20 October 2023 | Final evaluation report in English  Executive summary in French  (including raw data used) |
| Approval of evaluation report by donor | EKN | 25 October 2023 |  |

**Deliverables**: Some key deliverables must be submitted in draft form to Alert and the evaluation committee before being finalized as indicated in the table above. All deliverables and data from the evaluation will be owned by Alert and may be used for internal and external reporting and communications.

**Final Report:** The main body of the final evaluation report, in Word format, to be produced in English, should be a maximum of 30 pages (excluding annexes/attachments) and should include the following elements:

* Summary of the key findings of the evaluation
* Table of contents, List of acronyms
* Executive summary
* Background (description of the project and context)
* Objectives and criteria of the evaluation
* Methodology and challenges
* Main results and analysis based on:
* Testing the validity of the theory of change and the hypotheses of the causal links between action and outcome and confirming or refuting the hypotheses,
* Results and outcomes achieved (project outcome indicators)
* Key questions from the OECD DAC criteria
* Gender aspects
* Analysis of risks and vulnerabilities, proposing strategies to mitigate these risks and drawing lessons from the project’s experience;
* Analysis of opportunities for enhancing the impact of the project;
* Conclusions and recommendations, focusing on the development of a next phase of the programme
* Annexes :
  + Terms of reference for the evaluation
  + List of respondents/interviews/group discussions (according to the methodology)
  + Tools used in the evaluation (question guides, questionnaires, observation grids)
  + List of documents consulted
  + Updated project logical framework summarising the achievement of results and performance indicators
  + Analysis of key results by indicator;

1. **Support and resources provided by the consortium**

On behalf of the Madini consortium, Alert will provide and fund logistical support to the evaluation, including assistance with booking of international travel, if required, and all in-country travel and accommodation. An all-terrain vehicle with driver will be available for the entire consultation period (project vehicle or rental vehicle, depending on needs and availability). For electronic data collection, Alert may provide the devices/tablets.

All standard facilities and supplies will be provided, but the consultant(s) will be required to provide their own computer. Appropriate project and management staff from the consortium members will be available to participate in the process, as agreed with the team prior to the start of the operation.

1. **Ethics and data protection**

The assessment will be conducted in accordance with International Alert's policies on non-discrimination, conflict sensitivity, data protection, safeguarding and ethics. All relevant policies will be communicated to the consultant(s) with their contract. It is expected that the consultant(s) will demonstrate in their proposed methodology how they will address non-discrimination, data protection, safeguarding and ethics, and conflict and gender sensitivity.

1. **Quality assurance**

*Evaluation Committee:* An evaluation committee will be established consisting of International Alert (COP and DCOP Madini, Director of Programmes), the consortium members, the chairmen of the CPSs of Bukavu and Bunia, and the representative of the Dutch Embassy (EKN) prior to the start of the consultancy. The committee will accompany the process and ensure the quality of the analysis and methodology proposed in the inception report, and its implementation after submission of the preliminary results and a draft of the final report.

*Data quality:* Quality data are data that are not systematically biased and do not distort representativeness or coverage. A data quality assurance plan proposed by the consultant will take into account anything that might go wrong with the data collection in advance and develop a strategy to prevent these problems. The plan should be shared in the inception report. This data quality assurance plan will focus on three elements: data collection tool/survey design, field management of data, and high frequency monitoring.

1. **Skills and experience required**

We are looking for a consultant/team of consultants/international or national consultancy firm meeting the following requirements:

* A minimum of a Master's degree in a relevant field (political science, sociology, international relations, mining governance, conflict analysis and management and similar disciplines);
* At least 10 years of professional experience in the above-mentioned fields with proven experience in conducting quantitative and qualitative research, in particular in conducting evaluations of complex, multi-stakeholder projects in the areas of peacebuilding and/or mining governance and theory-based evaluations;
* Experience in the evaluation of artisanal mining governance projects in DRC and peacebuilding/conflict management. Gender expertise should also be a tangible part of the team.
* Experience with quantitative data analysis software or the ability to subcontract work (if quantitative analysis method is proposed);
* Excellent working knowledge of French and excellent writing skills in French and English. Knowledge of Kiswahili will be considered an advantage;
* Excellent report writing skills;
* Knowledge of the socio-cultural, economic and political context of the DRC and the Great Lakes region;
* Knowledge and experience of gender sensitive approaches, including conducting baseline studies or assessments on gender and conflict issues;
* If it is a national evaluation team: compliance with administrative documents: complete documents and valid and up to date authorisation to operate in the DRC (tax number and VAT number) for the firm.

1. **Application process**

Applicants interested in this tender may submit to International Alert a dossier containing:

* 1. A letter of interest;
  2. Two evaluation reports from a previous project of a similar nature
  3. An evaluation proposal for this consultancy (maximum 10 pages), which should contain a technical proposal including the description of the methodology and a detailed financial proposal (number of days and daily rate);
  4. If the applicant is a national consulting firm, official documents authorising the team to work in the DRC;
  5. Up-to-date CVs of the proposed consultants for this evaluation;
  6. Three (3) references from organisations for which the consultant or firm has carried out recent evaluations for similar projects.

Expressions of interest for this call should be sent by e-mail to the following address [DRC.Office@international-alert.org](mailto:DRC.Office@international-alert.org) by copying [plwanzo@interntional-alert.org](mailto:plwanzo@interntional-alert.org) no later than 10 April 2023.

**ANNEX 1: Key questions for the final evaluation**

This table sets out the main OECD evaluation criteria that should guide this evaluation. The questions in the table below need to be answered through the evaluation:

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| **Evaluation criteria (OCDE-DAC)[[2]](#footnote-2)** | **Evaluation questions** |
| *Relevance* | * Are the objectives of the Madini Project in line with national, regional or international priorities in terms of improving security and human rights, keeping armed groups out of mining sites in conflict-affected areas and reducing contamination of mineral chains? * Do the project's objectives and interventions remain relevant in a changing context? Has the project been able to adapt to a changing context? * Does the Madini Project meet the needs of mining actors, security actors, the community living in mining areas and government actors? * How has the Madini project taken into account gender dynamics, including the specific needs of women compared to men? |
| *Effectiveness* | * In what way have the objectives and results of the Madini project been achieved, or are being achieved? What are the main factors that contributed to the achievement or non-achievement of the results? * Is the project's theory of change based on valid and verified assumptions? * To what extent has the project been able to manage contextual risks and adapt to the changing context while still achieving its objectives? |
| *Efficiency* | * Did the activities implemented achieve the expected results with the available resources in the time available? * To what extent were resources (human, financial, administrative) used correctly and efficiently to achieve results? * Are there better (more efficient) ways of achieving the objectives? |
| *Sustainability* | * What steps have been taken or are envisaged to create sustainable processes, norms or institutions to support peace and better governance in the mining sector? * To what extent will the positive effects of the programme be sustained once external support or assistance has ended? |
| *Coherence* | * Is there a clear partnership strategy and distribution of roles and responsibilities within the Madini consortium? * How has the project succeeded in creating synergies between the Madini consortium partners and their specific expertise? * How has the project worked in complementarity and coordination with other actors in the same context? |

1. The training should cover the methodological approach that will be used, as well as the data collection tools. If it is not possible to recruit data collectors, International Alert could make its database of qualified data collectors available to the firm/consultant in the various project implementation sites. [↑](#footnote-ref-1)
2. For more information on the criteria and examples of lines of enquiry, please see pp. 45-49 of Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results, DAC Guidelines and Reference Materials, OECD Publication.[*http://dx.doi.org/10.1787/9789264106802-en*](http://dx.doi.org/10.1787/9789264106802-en) [↑](#footnote-ref-2)