**TERMS OF REFERENCE**

**END-LINE EXTERNAL EVALUATION**

Strengthening cooperation between civil society and government officials for effective religious freedom in Sri Lanka

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| --- | --- | --- |
|  | DONOR | USDRL (Bureau of Democracy, Human Rights and Labor) |
| Project Duration | 54 months (27/09/2018 to 30/03/2023) |
| Locations | Sri Lanka  Batticaloa & Ampara districts of Eastern Province  Galle District of Southern Province |
| Partners (if any) | Federation of Sri Lankan Local Government Authorities - FSLGA |
| Main Project Objective | To ensure authorities at all levels of government in Sri Lanka effectively implement national laws and policies protecting religious freedom by strengthening collaboration and thus accountability between civil society and government officials |
| Objectives of the Evaluation | Overall objective: to provide ACTED and the Donor with a review of the achievements, relevance, coherence, efficiency, effectiveness, impact and sustainability of the project as compared to the project proposal. It will thus assess the extent to which the project met planned outcomes.  Specific objectives:   * Assess the extent to which the project had led to achieve intended project objectives within the timeframe. * Highlight lessons learnt and best practices of the project implementation. * In depth analysis on specific challenges in implementation of religious freedom thematic projects in the country, specific to the target areas. * Develop 3 case studies (one from each target district) based on the success stories. |
| OVERVIEW of the Methodology for the Evaluation | The external expert will assess the project according to the criteria (relevance, coherence, efficiency, effectiveness, sustainability, impact).  The methodology for data collection is to be determined by the consultant. The consultant is expected to conduct field missions to obtain the necessary qualitative and quantitative data that provides evidence of the impact of the response with village-level Coexistence Societies (CES) targeted by the project. The evaluation should be conducted mainly through secondary data review, focus group discussions, key informant interviews and household-level interviews with a broad range of project stakeholders, including beneficiaries (CES members and local government officials), as well as direct observations. |
| Evaluation dates | Three months from agreement signing date including travelling, data collection and finalizing the report (April 2022- June 2022). |

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# ACTED

## ACTED worldwide

Founded in 1993, ACTED is a non-governmental organisation headquartered in Paris, France. Independent, private and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency.

ACTED endeavors to respond to humanitarian crises and build resilience; promote inclusive and sustainable growth; co-construct effective governance and support the building of civil society worldwide by investing in people and their potential.

ACTED’s mission is to save lives and support people in meeting their needs in hard to reach areas.

ACTED develops and implements programmes that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship.

ACTED’s approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development.

At present ACTED’s missions are being implemented in 40 countries in four continents benefitting around 18.2 million people. Around 7076 ACTED staffs are working on more than 528 projects worldwide, under its 3Zero Programme Strategy; Zero Poverty, Zero Exclusions and Zero Carbon.

## ACTED in SRI LANKA

ACTED has been present in Sri Lanka since January 2005, following the immediate aftermath of the violent tsunami that struck the east coast of the island in December 2004. Since the deployment of disaster relief and rehabilitation activities in the Eastern Province, the INGO has remained mobilised to respond to specific emergencies caused in particular by natural disasters, and has worked with communities and local civil society to build sustainable resilience and support the most vulnerable.

At present ACTED operates in 12 districts in the country implementing several projects in economic development, reconciliation and women empowerment, biodiversity and circular economy.

# Project Background

## Background and rationale of the project

The objective of the project is to ensure that authorities at all levels of government in Sri Lanka effectively implement national laws and policies protecting inter-religious collaboration. The objective is achieved by working with district and Grama Niladari (GN)[[1]](#footnote-2) level Co-Existence Societies, civil society and public officials as well as ensuring that they are aware of existing laws protecting religious freedom and non-discriminations. This project is implemented in two phases in the Southern and Eastern provinces of Sri Lanka, in the following three districts: Galle, Ampara and Batticaloa. Initially the project was designed for 24 months and started in September 2018 and received Donor approval for a cost amendment in May 2020, extending the project up to 54 months. Thus, the project was implemented in 2 phases within 54 months.

The objective is achieved through the following 3 pillars of action:

1. Strengthening the capacity of Co-Existence Societies (CES) and civil society to raise awareness of non-discriminatory national policies and to ensure that the government upholds inter-religion collaboration.
2. Supporting efforts of civil society to educate local government as well as the public on the implementation of national policies to promote positive reform.
3. Developing accountability mechanisms to better monitor, document and advocate against abuses.

This four- and half-year project is implemented by ACTED in partnership with the Federation of Sri Lankan Local Government Authorities (FSLGA).

## Activities of the project

**Project Objective 1: Strengthening the capacity of Co-Existence Societies (CES) and civil society to raise awareness of non-discriminatory national policies and to ensure that the government upholds inter-religion collaboration.**

* **A 1.1**: Capacity assessment of village level Coexistence Societies and subsequent training on organizational development and proposal writing.
* **A 1.1.1:** Continuously assess and enhance the organizational development of Phase I Coexistence Societies through tailored trainings, action plans, and mentoring using the Grassroots Organizational Capacity Assessment (GOCA) ACTED’s tool.
* **A 1.1.2:** Assess and enhance the organizational development of Phase II Coexistence Societies through tailored trainings, action plans, mentoring and provision of assets using the GOCA tool
* **A 1.1.3:** Run inclusion sessions in Coexistence Societies to enhance the role of youth, people with disabilities and women in inter-religious collaboration
* **A 1.2**: Continually enhance the technical knowledge of Master Trainers within District Training Pools through refresher trainings on religious freedom laws/policies, conflict mitigation and early warning systems
* **A 1.3:** Cascade trainings for village-level Coexistence Societies on religious freedom laws/policies, conflict mitigation and early warning systems by existing District Training Pools
* **A 1.4**: Conduct mentorship trainings for Phase I Coexistence Societies’ members and supervise their role as community role models and mentors for Phase II Coexistence Societies
* **A 1.5:** Exposure visits to promote replication among non-target Coexistence Societies, as well as twin established Coexistence Societies to facilitate religious exchange and resource pooling
* **A 1.6:** Facilitating annual meetings of Coexistence Societies to strengthen their network and foster greater coordination

**Project Objective 2: To support efforts of civil society to educate local government as well as the public on implementing national policies to promote positive reform.**

* **A 2.1:**  Hold consultation sessions with Coexistence Committees, public officials and community actors to enhance civil-public cooperation
* **A 2.2:** Cascade trainings to public officials within Coexistence Committees on religious freedom, conflict mitigation and early warning systems by district training pools
* **A 2.3:** Pilot and scale up small-grants competition for Coexistence Societies to promote positive behavior change regarding religious tolerance within and across communities
* **A 2.4:** Interim multi-stakeholder workshops at the national and/or provincial level

**Project Objective 3: Developing accountability mechanisms to better monitor, document and advocate against abuses**

* **A 3.1:** Facilitating the development of standard by-laws to formalize the protection of religious freedom as part of the Local Authorities’ mandates
* **A 3.1.1:** Formalize the setup and monitor the management of Coexistence Committees in each target Local Authority.
* **A 3.1.2**: Roll-out standard by-laws to formalize the protection of religious freedom within Local Authorities’ mandates.
* **A 3.2**: Facilitating the revision of citizen’s charters to formalize the protection of religious freedom and the inclusion of civil society
* **A 3.3:** Strengthening Local Authorities’ complaints and response mechanism in relation to religious freedom
* **A 3.4:** Organizing awareness sessions on the complaints and response mechanism for civil society
* **A 3.5:** Exposure visits to promote accountability mechanisms to non-target Local Authorities

# Key Project Stakeholders

The project is implemented in partnership with the Federation of Sri Lankan Local Government Authorities (FSLGA)

## ACTED

**ACTED** is the lead agency of this project. ACTED is responsible for liaising with stakeholders when necessary, coordinating the work of and ensuring good communication with the partner, managing contracts, ensuring accountability of project funds and their distribution to the partner, and monitoring and evaluating all project activities and its impact. ACTED’s experience in strengthening CSOs was enabled an efficient training of target Coexistence Societies, while, considering the project’s necessity to interact closely with government officials and ensure that they are fully involved and engaged in the project to ensure any sustainable impact. Mainly ACTED is leading the activities of objective 1 and 2.

**Federation of Sri Lankan Local Government Authorities (FSLGA)**

Federation of Sri Lankan Local Government Authorities (FSLGA) is the implementing partner and having a leading role regarding the activities involving local authorities, under close monitoring and supervision of ACTED. The implementation of the project is based on FSLGA’s extensive experience of working with government authorities, thus enabled the institutionalization and sustainability of the project and its impact. Mainly FSLGA was leading the activities of Objective 3.

# Project Beneficiaries (Direct)

## village-level Coexistence Societies (CES)

Coexistence societies promote harmony and coexistence between communities at the grassroots level. They mainly identify suitable programmes in collaboration with the public institutions, private sector institutions, voluntary organizations and civil society organizations which are related to establish coexistence and effective implementation of the Official Languages Policy at village level. In this project CES ability is enabled to raise awareness of non-discriminatory national policies and act as a watchdog for upholding religious freedom.

**LOCAL AUTHORITIES**

The Local Authorities are responsible for providing services which the law specifically allows them to do. It is required to provide services for the comfort, convenience and well-being of the community in respective areas. The Local Authority carries out;

* Regulatory and administrative functions
* Promote public health and sanitation
* Environmental sanitation
* Public thoroughfares and public utility services.

Sri Lanka has a long history of local government and local authority. After introducing the 13th Amendment to the constitution in 1987, Local Government became a devolved subject under the Provincial Councils. Hereafter, the powers to control and supervision of local authority transferred from central government to provincial councils. However, powers relating to the formation, structure and national policy on local government remained with the central government.

## Master trainers (30)

In Phase I of the project, ACTED developed District Training Pools of Master Trainers by developing a comprehensive toolkit and conducting a Training of Trainers (ToT) on religious freedom, conflict mitigation and early warning systems. The aim of the District Training Pools is to increase civil society’s role in educating public officials on religious freedom by cascading technical trainings down to village-level Coexistence Societies, as well as key public officials (activities 1.3 and 2.2). Dissemination and communication of risk information is also a component of the training; as well as the building of a response capability.

# Scope and purpose of the evaluation

The purpose of the evaluation is to provide the donor with a review of the achievements, relevance, coherence, efficiency, effectiveness, impact and sustainability of the project as compared to the project proposal. It will thus assess the extent to which the project met planned outcomes. The evaluation should provide information that is evidence-based, credible and useful, enabling the incorporation of lessons learned into the future decision-making processes of the ACTED- led project and the donor.

The evaluation will specifically:

* Assess the extent to which the project had led to achieve intended project objectives within the timeframe;
* Highlight lessons learnt and best practices of the project implementation;
* In depth analysis on specific challenges in implementation of religious freedom thematic project in the country, specific to the target areas;
* Develop 3 case studies (one from each target district) based on the success stories.

# Research criteria and questions

The evaluation shall use following criteria of Development Assistance Committee’s (DAC) and corresponding questions. The consultant will be able to review and revise the questions (not the criteria) and methodology in consultation with the partner organization representatives and ACTED country office MEAL team, as part of the inception phase of the evaluation, and as relevant.

1. **Effectiveness**: An assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups.

The following questions should be answered:

* Were the expected results realised?
* To what extent was the project conducted remotely? Which mechanisms were put it in place to guarantee an adequate remote management? How did remote management impact the results of the project and why?
* What were, if any, the innovative and successful approaches that are of relevance to other actors active in the project sector in country?
* To what extent were the risk mitigation described in the project proposal, in addition to unforeseen risks, addressed during project implementation?

The consultant’s focus should be on outputs' and outcomes’ delivery and quality (not activities); he/she is expected to explain any causes of deviations and the implications thereof. The level of achievement of results should be assessed as reflected by indicators covering the specific objective (outcome), providing a transparent chain of arguments. Further, the consultant should examine if there are any significant differences in the outputs and outcomes in different project locations and to analyse the underline causes for such differences.

1. **Impact:** The effect of the project on its wider environment, and its contribution to sector objectives. In particular, the evaluation of impact should address the following key elements:

Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people’s well-being and gender equality.

* social level impact;
* technical level impact;
* Institutional level impact;

The following questions should be answered:

* What evidence is there that the project contributed to the achievement of its overall objective?
* What, if any, were the unintended impacts of the project intervention specially at the local community level, both positive and negative? Was the project able to monitor, mitigate and respond to any unintended negative effects?
* Was there any effect on Government/Local authority policy/actions in the fields covered by the project at the local/national level?
* Is the project able to contribute to the identification and formulation of future USDRL programmes in a meaningful way and what could be improved?
* Has there been a knowledge transfer from international partners to local partner(s), communities and local authorities when implementing the project?

1. **Sustainability:** The extent to which the net benefits of the intervention continue, or are likely to continue. Human, organisational (including policies and institutions) and financial factors, as well as environmental and gender viability, are the main sustainability factors.

The following questions should be answered:

* What evidence is there to suggest the project’s interventions and/or results will be sustained after the project end?
* What are the possibilities for replication and extension of the project’s outcomes?
* Have the necessary measures been taken to build on local capacities? To enhance the religious integration in a durable manner? To involve the service providers?

While focusing on the effectiveness, impact and sustainability as core research questions, the consultant is expected to address two key points for ACTED, and for which the drawing of lessons learned, and recommendations may strongly impact the conduct of future projects. The first one is related to the identification of external constraints, how they were mitigated and how they impacted the results and thus the efficiency of the project. The second axis is focused on the timeline, on the cause of delays and on how ACTED could improve in the future to improve its response.

Based on the above criteria the consultant will prepare the tools for the interviews/discussions and observation checklists. The tools will be reviewed by the technical advisory team (which consists of ACTED and partner organization) of the project along with the consultant. The finalised tools will be used for data collection by the consultant.

# Evaluation methodology

ACTED suggests the following mixed-methods methodology in order to collect the relevant data from project staff, beneficiaries and stakeholders. However, the consultant is expected to consider and propose a methodological approach for discussion and approval during the inception phase, which may include or differ from that listed in this section below. Final approval will be made by ACTED.

The evaluation methodology should consist of both primary data collection and secondary data review.

The consultant shall first review the available project documents (project proposal, logframe, interim reports to the donor, project AME Framework, midterm internal evaluation report and any other relevant documents –all in English). The external expert will be provided with all available project documentation at the beginning of the consultancy. Project specific context shall also be taken into account. Secondary data review will be helpful for the consultant to find the necessary information as well as to triangulate the findings from the primary data collection.

Primary data collection will be carried out with the beneficiary groups of the project including the targeted partner staff, beneficiaries (including vulnerable target group) and relevant government stakeholders of the project. All those groups were either direct or indirect participants for the project actions during the implementation.

For primary data collection, the consultant shall visit the locations of the people to be interviewed or surveyed. Interviews/group discussions with the beneficiaries/beneficiary groups will be done primarily in local language (Sinhala and Tamil). The interviews with the project staff can be done either in English or local language, based on the preference of the staff. Any interview with the expatriates shall be conducted in English. It is the responsibility of the consultant to budget for a translator if required. Participation of stakeholders in the evaluation shall be maintained at all times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

Based on the methodology, there will be at least 12 interviews with project staff across Colombo, Eastern & Southern province. Following groups and individuals will be interviewed, whom to be selected purposively covering all religious/ethnic groups including minorities, women, youth and different socio -economic backgrounds:

* 15 CESs
* 12 Master Trainers
* 15 Knowledgeable citizens
* 12 Religious leaders
* 3 Focus group discussions with community members
* 3 Focus group discussion with non- targeted CESs

All targeted Local Authorities (14) and Integration officers (14) will be interviewed. The list of the relevant officers and institutes will be produced to the consultant at the beginning of the contract. The details of this are explained below in the tables. The consultant may vary from this proposed list and a project staff organigram can be provided to the consultant in the inception phase as part of this.

Since all target groups in the evaluation are known to the project and wide range of differences are there among the stakeholders in terms of ethnic/religious status, vulnerability levels, level of participation and engagement with the project, purposive sampling is best fit to select the respondents from stakeholders. Maximum variation sampling techniques under purposive sampling are to be used to select the respondents from various ethnic and religious groups including the minorities. Master trainers, representatives of target CES, knowledgeable citizens and religious leaders are the groups to be selected from purposive sampling method.

This method does not produce a representative sample of the population but enables evaluator to select participants who have first-hand experience of the different points of the project the evaluation wants to focus on.

***Colombo***

The following project staff are recommended to be interviewed during the evaluation to get overview on the project, progress, successes, and challenges encountered.

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| --- | --- |
| **Organisation** | **Designation and number of staff** |
| ACTED | Country Programme Coordinator – 1 |
| Appraisal Monitoring and Evaluation Manager -1 |
| Technical Advisor – 1 |
| Country Finance Manager – 1 |
| Project Development Manager – 1 |
| FSLGA | Chief Executive Officer – 1 |
| Project Consultant – 1 |
| Senior Programme Officer – 1 |

***Implementing districts (Galle District- Southern Province, Batticaloa and Ampara Districts – Eastern Province)***

|  |  |
| --- | --- |
| **Sector** | **Designation and number of staff to be interviewed** |
| Project implementation | ACTED Project Manager in Batticaloa - 1  ACTED Deputy Project Manager in Batticaloa- 1  ACTED Project Officer in Galle - 1 |
| Support staff | ACTED Admin / logistics / Finance Officer in Batticaloa– 1 |

Following interviews and focus group discussions should be included for this evaluation (minimum), Inclusion of all ethnic/religious groups including minorities, women and youth will be ensured when sample selection through purposive sampling .

* **Master trainers** who received TOT training will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **Total 12 MTs will be interviewed (Purposive sampling)**
* **Target CES (representatives)** who were capacitated by the project will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **All together minimum15 CES (5 from each district) will be interviewed from the implementing districts (Purposive sampling).**
* **Local Authorities** who received training and established CRM will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **Total 14 LAs will be interviewed (All targeted LAs)**
* **Knowledgeable citizens** who participated for consultation session will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **All together minimum 15 members (5 from each district) will be interviewed from the implementing districts (Purposive sampling).**
* **Religious leaders** who participated for consultation session will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **All together 12 religious leaders (4 diverse religious leaders from each district) will be interviewed from the implementing districts (Purposive sampling).**
* **Divisional level Integration officers** who are the focal staff from the government for religious integration will be interviewed from each district to get their reflections, feedback, suggestions, challenges and lessons learnt. **All together 14 Integration Officers will be interviewed from the implementing districts (All target DSDs).**
* **Focus group discussion** will be conducted with community who situated in Eastern and southern province to get their reflections, feedback, suggestions, challenges and lessons learnt. **Total minimum 3 Focus group discussions will be done (1 for each district).**
* **Focus group discussion** will be conducted with **non- targeted CESs** in Eastern and southern province to get their reflections, feedback, suggestions, challenges and lessons learnt. **Total minimum 3 Focus group discussions will be done (1 for each district).**

To review inclusion of gender in the project, the consultant should include specific questions in to the data collection tools.

The methodology must consider participants’ safety throughout the evaluation (including recruitment and training of research staff, data collection / analysis and report writing) as well as research ethics (confidentiality of those participating in the evaluation, data protection, age, gender and ability-appropriate assent processes) and quality assurance (tools piloting, enumerators training, data cleaning).

The evaluators shall adhere to the COVID – 19 safety measures as instructed by the health authorities in Sri Lanka. The evaluations, interviews shall be conducted remotely if there are any possibilities. The necessary distance shall be kept with the external parties by the evaluation team all the time during the mission. The Evaluation team shall take any prior approvals from health authorities of respective districts/ provinces and any other approvals if any.

If any party (the beneficiaries, the community and the stakeholders) have any query on the evaluation process, they shall communicate to ACTED Beneficiary Complaint and Response Mechanism (BCRM), which is the formal referral mechanism for the project. All the responses from any party will be handled independently, will be strictly kept confidential and will be provided with the feedback within the standards governing ACTED BCRM and agreed to by the Board of Directors.

The above-described methodology is indicative, the consultant is expected to provide a detailed methodology and work plan. He/she will also be free to collect additional data in order to reply to all the research questions.

# Deliverables

The consultant shall provide ACTED Colombo office in Sri Lanka with the following deliverables. ACTED will then circulate them to the partner organization representatives for feedback. All deliverables should be in electronic version, Word/Windows compatible format and in English.

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| --- | --- |
| **Deliverables** | **Deadline** |
| Inception report | Last week of April 2023 |
| Draft final evaluation report and the presentation | Second week of June 2023 |
| Final version of the final evaluation report | Fourth week of June 2023 |

For all deliverables, the external expert is expected to underline factual statements using evidence, and to comment on any deviation.

## Inception Report

The inception report shall include the following elements:

* Summary of preliminary findings of the secondary document review
* Detailed description of the methodology for the evaluation;
* Data collection methods;
* Data collection tools;
* Sampling;
* Approach to quality control;
* Data analysis methods;
* Justification for revising the Evaluation Questions (if relevant);
* Detailed evaluation work plan;
* Analysis of anticipated limitations and mitigation measures.

## Final Evaluation Report

The consultant shall use the End - Line Evaluation Report template (to be provided at the beginning of the evaluation), including the following elements:

However, there is no baseline report for the project as it was not mandatory to have a baseline to measure the impact and to ensure monitoring. But the consultant can find baseline values such as GOCA baseline scores of the CESs, pre/post tests from project's secondary documents. Hence the evaluation report will be a summative one.

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| --- | --- |
| **Executive summary**  *(2 pages max)* | Should be tightly drafted, and usable as a free-standing document. It should be short. It should focus on the main analytical points, indicate the main conclusions, lessons learned and specific recommendations. Specific guidance on how to develop the Executive Summary will be provided at the beginning of the evaluation.  Note that this section of the template also contains an overview scoring table that should be filled by the consultant in a consistent and sound manner. |
| **Project synopsis**  *(this section should not exceed 1 page)* | The project synopsis serves as an introduction and provides background information. It therefore includes a short text on the objectives of the project and issues to be addressed by it, a description of the target groups and a summary of its intervention logic, including the indicators at the three levels of the intervention logic: overall objective/impact, specific objective/outcome, outputs. The synopsis does not include appreciations and observations on issues related to the project implementation. |
| **Methodology**  *(this section should not exceed 2 pages)* | The methodology section should detail the tools used in the evaluation; locations, sample sizes, sampling methodology, tools used, dates, team composition, limitations faced and other pertinent facts. |
| **Findings**  *(max. 3 pages per DAC criteria and max. 3 pages for in-depth analysis on specific challenges in implementation of religious freedom thematic projects in the country)* | The findings section should present the results of the evaluation in an objective and non-judgmental way that gives an honest portrayal of the project.  Included in the findings should be a discussion of how well the project achieved each of the criteria (relevance, coherence, effectiveness, efficiency, impact, sustainability and Gender and Inclusion). Each research question should be rated “good/very good”, “with problems” or “with serious deficiencies” by the consultant.  The consultant shall highlight the most important findings relating to the performance of the project and elaborate on them in detail while also pointing out any critical issues and/or serious deficiencies. Findings shall be accurate, concise and direct. They must be based on and coherent with their answers to the evaluation questions.  The consultant is expected to provide a self-sustaining explanation of their assessment which must be understandable by any person unfamiliar with the project while at the same time providing useful elements of information to the stakeholders. The consultant should avoid the following weaknesses: not evidence based, lack of technical content (e.g. experts provide an analysis which does not take into account the state of the art of knowledge in a given sector or topic).  Full source details (including file name, page numbers…) are always to be included. |
| **Conclusions, Lessons Learned, Best Practices, and Recommendations**  *(max.5 pages)* | These should be presented as a separate final chapter. Wherever possible and relevant, for each key conclusion there should be a corresponding recommendation. The consultant shall set out the main conclusions and recommendations based on the answers given to the evaluation questions and which are summarized in the findings section.  Recommendations should be as realistic, operational and pragmatic as possible and drafted in a way that the stakeholders to whom they relate are clearly identified. Recommendations derive from the conclusions and address issues of major importance to the performance of the project. They must take in consideration applicable rules and other constraints, related for example to the context in which the project is implemented. They must not be phrased in general terms but constitute clear proposals for solutions and they target the most important issues rather than minor or less relevant aspects of a project.  Through conclusions, lessons learned, best practices and recommendation, the evaluation will generate knowledge and support accountability to beneficiaries, the donor, ACTED and its partners, and the overall humanitarian community. It will provide information on the processes or activities that ACTED and partners have implemented to develop insights, knowledge, and lessons from past experiences so as to improve current and future performance. |
| **Annexes** | • Terms of Reference of the evaluation;  • Assessment tools used (questionnaires, checklists, scoring grids, etc.);  • List of persons (job titles only, no names)/organisations consulted;  • List of literature and documentation consulted;  • Other technical annexes (e.g. statistical analyses and other pertinent elements, graphs, etc.);  • 3 case studies. |

A single project-wide report shall be produced, with agency-specific and/or country-specific findings clearly identified.

## Feedback on deliverables

Please note that both inception and end-line evaluation reports are subject to approval before they are considered as final deliverables and corresponding milestones payment can be released.

Upon submission of the draft inception report / draft final end-line evaluation report by the consultant, ACTED and its partners, will formulate comments as well as indicate any factual errors, within five working days of reception.

Comments will be formulated on the basis of the inception report and final end-line evaluation report. Quality control checklists that will be provided to the consultant at the beginning of the evaluation.

For the draft final end-line evaluation report, consultants are informed that ACTED and its partners will provide an opinion on the quality of the evaluation report and each of its components (synopsis, methodology, findings, conclusions and recommendations, and annexes), which should be taken into account by the consultant. For each recommendation, ACTED and its partners will also state to what extent (Yes, Partially, No) it agrees with the recommendation and accurately reports the opinion of the consulted stakeholders.

All comments should be considered by the consultant before the two reports are considered completed. The consultant shall take note of these comments and decide whether or not to revise the reports and, where appropriate, succinctly explain why comments cannot be taken into account. The consultant submits a revised version of the report to ACTED and its partners, within five days (inception report) / five days (final end-line evaluation report) of receipt of ACTED comments. The revised version should clearly highlight all changes made.

**Please note that both inception and final reports are subject to ACTED’s approval before they are considered as final deliverables. All comments should be addressed before the two reports are considered completed.**

# Schedule and deliverables

This assignment is expected to be accomplished within 3 (three) months and is expected to begin in first week of March 2023 and end May 2023.

The following schedule and deliverables are suggested:

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| **Deliverables** | **Suggested schedule** |
| Review of program activities, implementation policies and reporting mechanisms, based on available documentation | 2 week (10 consultant days) |
| Development of an Inception Report, outlining the methodology for data collection and analysis, and presentation to all relevant departments/partners | 1 week (5 consultant days) |
| Collection of program data for analysis | 6 weeks (25 consultant days) |
| Analysis of gaps, priorities and program performance based on the criteria and the corresponding research questions listed above | 3 weeks (15 consultant days) |
| Delivery of the Final End - Line Evaluation Report, taking into account ACTED / partners’ comments on its quality and accuracy, and presentation to all relevant departments / partners | 3 week (10 consultant days) |

The consultant will be expected to meet weekly with ACTED management staff to provide updates on the evaluation timeframe. This can be done either by phone or in person.

# Expertise requirements

The consultant/firm should have the following background:

* Post graduate qualifications in development studies or relevant area (Human rights, religious studies, humanities, social/political sciences) ;
* Experience in project monitoring and evaluation, in particular religious/ethnic affairs;
* Strong knowledge on divers religion, religious beliefs, etc;
* Knowledge on Local Authorities and their operation in Sri Lanka;
* Strong knowledge and/or demonstrated experience in designing and conducting similar monitoring and evaluation activities;
* Proven background of evaluating religious integration projects/programs;
* Strong analytical skills and ability to clearly synthesize and present findings;
* Good written and oral English essential.

The consultant shall identify a focal point for communication and reporting purposes, with appropriate skills and experience. At the briefing session, the focal point should submit a full contact list of all those involved in the evaluation.

1. The smallest government administrative unit at village level [↑](#footnote-ref-2)