

# Midterm Evaluation Terms of Reference (ToR)

PAX Protection of Civilians Program  
2019-2023



## SUMMARY

PAX's Protection of Civilians (PoC) team is seeking a qualified team to conduct a midterm evaluation of its PoC Program. The evaluation should take place between December 2021 and March 2022 and will involve fieldwork in both Iraq and South Sudan, COVID-19 conditions allowing. We will accept applications until 3 December.

## OVERVIEW – PAX & THE POC PROGRAM

PAX is the largest peace organization in the Netherlands. We work to protect civilians against acts of war, to end armed violence and to build inclusive peace. We work in conflict areas worldwide, together with local partners and people who, just like us, believe that everyone has a right to a dignified life in a peaceful society.

PAX's PoC Program was established in 2016 and expanded in 2019 in partnership with the Dutch Ministry of Foreign Affairs (MFA). The overall goal of our work is to improve the security of civilian populations living in conflict through making protection interventions more responsive, relevant, and inclusive. We work in close collaboration with local partners and communities to identify the most pressing security needs at the grassroots level and communicate these with relevant stakeholders nationally and internationally through advocacy, expert events, and published analyses. We also work directly with security providers at various levels to enable them to implement more informed and civilian-centered protection strategies through practical training and technical assistance. For more information, please see: [www.protectionofcivilians.org](http://www.protectionofcivilians.org).

## COMPONENT PROJECTS & PARTNERS

The PoC Program is made up of four interconnected and complementary projects:

### Human Security Survey (HSS) - Iraq & South Sudan

The HSS is a research and dialogue methodology developed by PAX to improve understanding of civilians' experiences in conflict. Currently implemented as two separate projects in Iraq and South Sudan, we work closely with trusted partners<sup>1</sup> to interview everyday people about their experiences, perceptions, and priorities related to security and protection. We then facilitate dialogues with civilians and authorities to discuss the survey findings and identify practical, community-driven ways to improve security conditions, which we support via local committees. Data are also presented through analytical reports and interactive dashboards. 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 sustainable change.

### Engaging International Actors on PoC (EIA)

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<sup>1</sup> In Iraq, we work in close collaboration with three partners: the Iraqi Al-Amal Association, the Iraqi Al-Firdaws Society and Wand Al-Khair Human Organization. In South Sudan, we work in close collaboration with two partners: the Assistance Mission for Africa (AMA) and the Justice and Peace Commission-Catholic Diocese of Torit (JPC-CDOT).

The commitment to protecting civilians in conflict is firmly on the agenda of institutions like the United Nations and NATO; however, international military missions still struggle to translate policy into effective protection. The EIA project seeks to bridge the gap between local protection needs and the capacities of given missions, centering civilian perspectives to inform more inclusive, relevant strategies and to hold decisionmakers accountable. The approach includes advocacy, convening expert roundtables, and hosting an annual PoC Conference. In coordination with other colleagues and partners, the project also produces the Civilian Protection Podcast. (Listen here on [Spotify](#).)

### **Protection in Practice (PiP)**

For a military mission to succeed, personnel must understand both their own responsibilities and the operating context. This project seeks to meet the information needs of security institutions by providing PoC-focused training and exercise modules that are grounded in field realities; advising missions and disseminating best practices regarding data-driven decision making; and supporting efforts to evaluate the effectiveness of military interventions using a civilian protection lens. Finally, this project facilitates greater transparency and accountability of military missions by promoting clear guidelines for tracking, reporting, and responding to incidents of civilian harm.

### **EVALUATION PURPOSE**

This midterm evaluation is intended to facilitate deep reflection about progress towards intended results at this midpoint of the program, and to inform potential course corrections in the remaining two years of the grant. The evaluation will also feed into future program design and fundraising processes. Please note that our goal with this evaluation is less about generating a detailed accounting of our program's results to date, and more to facilitate participatory and engaged learning from within our staff, partners, and other key stakeholders.

### **Audience and Users**

The primary users of the evaluation will be PAX's PoC program staff, as well as members of each of partner organizations in Iraq, South Sudan, and the USA. Secondary users will include other PAX colleagues and representatives from the Dutch Ministry of Foreign Affairs. Unless there are findings that would have significant negative security implications for our teams or respondents in the field, it is our intention to make the final evaluation report—or at least an Executive Summary—publicly available on our website.

### **PROPOSED OBJECTIVES AND LINES OF INQUIRY**

#### **Evaluation Objectives**

PAX's PoC team is particularly interested in exploring the effectiveness and potential impact of our approach at this stage in the program. Earlier evaluations, as well as ongoing components of our learning agenda have enabled us to reflect on other themes—such as relevance, coherence, and efficiency—and integrate these into how we implement our program. These findings and learning outcomes will be made available to the evaluation team.

The current lines of inquiry as outlined below are admittedly rather broad. We propose that a core aspect of the Inception Phase of the evaluation be a participatory exercise with PAX and its partners to further refine, delineate, and contextualize the lines of inquiry to ensure their relevance and utility, and to secure buy-in from relevant programmatic stakeholders for the process.

#### **Program Effectiveness**

- How effective is the approach of each project in producing desired outputs and short-term outcomes?

- To what extent do the projects both in isolation and collectively contribute meaningfully to the desired longer-term outcomes at the programmatic level?
- How adaptable was the program to significant contextual changes (including dynamic security conditions, institutional policy shifts, and the COVID-19 pandemic)? How responsive was the program to the changing needs of partners or targeted communities over time?

### **Program Impact**

- To what extent does the program contribute to capacity development and policy improvement of targeted institutions?
- Is there evidence that secondary/indirect beneficiaries are experiencing positive (or negative/unintended) outcomes from program interventions?
- Where are there further opportunities for collaboration either within or outside of the program that could facilitate greater impact in the remaining grant period?

## **IMPLEMENTATION PROCESS**

### **Timeline & Components**

A proposed 45-60 working days<sup>2</sup> 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, conducting interviews with PAX staff; interviewing policymakers from institutions like the Dutch MFA, UN, NATO, and EU; and, if possible, observing virtual program activities, including the annual PoC Conference and annual Partner Meeting);<sup>3</sup>
- *In-country data collection* (including at least 10 days in Iraq and 12 days in South Sudan, inclusive of travel to and within both countries);<sup>4</sup> and
- *Data analysis and synthesis* (including transcription, data analysis, compiling a draft report, presenting findings to key stakeholders in person, and incorporating feedback from PAX and local partners into a final written summary report).

PAX and its partners will provide logistical and technical support as needed throughout the evaluation process. This will include compiling project documents, providing advice regarding transportation and lodging, identifying reputable translators and drivers, and assisting with scheduling meetings in the field and internationally (if desired).

### **Deliverables**

The anticipated final outputs for this evaluation will include:

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<sup>2</sup> Note that this tallies proposed working days if the evaluation were completed by a single consultant, though we certainly anticipate that multiple team members would be a part of each component of data collection and analysis, and that therefore the total net working days would be higher.

<sup>3</sup> In addition to observing activities during the fieldwork phase, we hope that the evaluation team will be able to participate in or review post-event recordings from at least two key program-wide events that will have a virtual component, including our annual PoC Conference (1-3 December 2021) and our annual PoC Program Partner Meeting (anticipated in the beginning of February 2022). These will provide opportunities for engaging with key stakeholders, assessing elements of our approach, and/or reality-testing initial evaluation findings.

<sup>4</sup> It is our ambition that evaluators will travel at least to Juba (South Sudan) and Baghdad or Erbil (Iraq); however, given that time, security, visas, and pandemic conditions allow, we also hope that fieldwork will also include additional project locations in both countries. Site selection will depend upon accessibility, the timing of key activities, and other relevant factors.

- A detailed *inception report and evaluation plan* (due to PAX for approval within the first 6-8 working days and prior to departure to the field locations);
- A *presentation of initial findings at the end of each field trip* to representatives from local partner organizations;
- A *draft summary report* of no more than 15 pages detailing key findings and clear, pragmatic recommendations (due to PAX for feedback within 35-40 working days); and
- An *interactive workshop to present key findings and recommendations, and to facilitate drafting a utilization plan for the evaluation* with relevant staff in PAX's headquarters in the Netherlands, as well as representatives from our donors at the Dutch Ministry of Foreign Affairs (at least 2 days); and
- A *final report* of no more than 20-25 pages incorporating relevant feedback from PAX and its partners, including a shorter summary that can be distributed to a range of stakeholders (due prior to 30 March 2022).<sup>5</sup>

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 audiences. 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.

## APPLICATION GUIDELINES

### Deadlines

Interested applicants must provide all materials outlined below by *18:00 CET on 3 December 2021*. Note that we will review applications on a rolling basis, so please feel free to submit them earlier. Candidates selected for an interview will be notified by 10 December, and a final decision will be made by latest 21 December. The selected evaluators will ideally be available to begin work as soon as possible.<sup>6</sup>

### Desired Expertise & Qualifications

Given the scope of work and variety of expertise required, we strongly recommend that (international) teams of consultants apply for this opportunity, rather than individuals. The team collectively should contain the skills and experience detailed below.

The selected evaluators must have demonstrated expertise in utilization-focused evaluation (UFE) methods, as well as familiarity with conflict-sensitive programming. Previous regional experience in Iraq and/or South Sudan is strongly desired. Arabic language skills are looked upon very favorably, but not required. Additional desired qualifications particularly for Lead Evaluators are listed below:

- Bachelor's degree in social sciences, international relations, conflict resolution, security studies, or related field; Master's degree preferred;
- Minimum 7-10 years of experience in designing, overseeing, and implementing project evaluation or combination of education, training, and experience;
- Familiarity with international programming in the protection and security sectors, ideally related to UN or NATO missions;
- Technical knowledge of qualitative and quantitative data collection methodologies;

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<sup>5</sup> Written deliverables, or at least summary versions, should be translated into Arabic to ensure accessibility. This should be included in the evaluation team's budget.

<sup>6</sup> As mentioned above, the PoC Program will host its annual Protection of Civilians Conference from 1-3 December 2021. The event will be hybrid in nature, including opportunities for in-person participation in The Hague, but with all sessions livestreamed online as well. Most sessions will also be recorded for later viewing. Feel free to join us for this event! (You can find more details on [our website](#)). Please note that as a result of the conference, communication with team will be difficult during this final week prior to the application deadline.

- Practical professional experience in conflict or post-conflict settings, as well as up-to-date personal security/HEAT training certificates;
- Excellent intercultural communication skills, gender and cultural sensitivity, and the ability to work constructively and build trust with people from a variety of different backgrounds; and
- Strong facilitation, presentation, and communication skills; as well as the ability to communicate effectively in English (and, ideally, Arabic), both verbally and in writing.

### **Application Materials**

Interested applicants should provide current CVs and a max 5-page statement of interest and abridged proposal. These materials should clearly outline the team's:

1. Key skills and experience that are relevant to this evaluation;
2. Any core standards or principles that will inform the evaluation approach;
3. A description of the team's evaluation approach and likely data collection and analysis methods, as well as suggested changes to the proposed process or deliverables outlined in the ToR;
4. Potential data limitations and appropriate ways to mitigate them;
5. A summary budget and cost justification; and
6. Names and contact details for two recent references (for the team as a whole or the Lead Evaluators).

Note that PAX may ask for examples of previous work after reviewing the application materials.

### **BUDGET**

The projected budget for this evaluation is between €70.000-95.000. This figure includes all costs relevant to the evaluation, including daily rates, travel, per diems, meals and incidental expenses, communications costs, insurance, translation, contingencies, VAT, etc.

Final payments will not be made until all project deliverables have been received and verified as meeting PAX's expectations. 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 18:00 CET on 3 December 2021. Only candidates selected for further consideration will be contacted.

#### **Evaluation Manager:**

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