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Jesuit Social Justice and Development Centre

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In the wilderness I shall plant cedar trees (Isaiah 41:19)

Terms of Reference for End of Project Evaluation

Project Title: Leadership Development for Better and Accountable Governance project

Country: Zimbabwe

Districts : Bindura, Runde, Umzingwane, Marondera and Mhondoro Ngezi

Introduction

Silveira House Jesuit Social Justice and Development Center is a Roman Catholic Church Not for Profit organisation that has been operating in Zimbabwe since 1964. The organisation has been implementing civic education and governance programmes since its inception. Over the years, the organisation has been guided by strategic plans with the current plan covering the period 2020 to 2024. The current strategic plan covers the following priority areas namely:

- ✚ Governance and Political Participation
- ✚ Advocacy and Peace Building
- ✚ Domestic Resource Mobilisation
- ✚ Climate Justice and Food Security

The organisation has been implementing the *Leadership Development for Better and Accountable Governance* project between August 2019 and August 2022 with funding from Misereor. The project was guided by 3 objectives and 6 indicators targeting specific stakeholders as shown in the table below.

Objective	Indicator	Target stakeholders
Strengthened leadership capacity of leaders at	At least 65% of trained leaders demonstrate an improved understanding of their roles and responsibilities through holding consultative meetings and demonstrate transparency and accountability in resource utilization.	Members of Parliament (Parliamentary Portfolio Committees) Provincial Development Coordinators

different levels of governance by 2022	Increase in the cases (at least 5 cases) of cooperation among MPs across the political divide on policy and development issues	Councilors in Rural District Councils Chief Executive Officers in Rural District Councils
Increased and deepened level of citizens' participation in governance and development processes by 2022.	Trained leaders (church, youth, and their communities) demand accountability, transparency, and improved services from duty bearers.	Church Leaders Youth Leaders
	Trained leaders (church, youth and their communities) participate in policy and legislation formulation discussions at different levels.	
Silveira House's research capacity for evidence-based advocacy is strengthened.	Silveira House establishes a national bi-annual policy discussion forum	Silveira House staff
	Silveira House produces at least two policy briefs annually.	

Purpose of the evaluation

The evaluation has two key purposes:

- i) To assess the effectiveness, impact, efficiency, reach, quality and relevance of Silveira House's implemented *"Leadership Development for Better and Accountable Governance" project.*
- ii) To reflect on and collate learning and good practice to inform continuous learning for future programming for Silveira House.

Key Evaluation Questions

Key evaluation questions are as follows:

- i) **Impact: What difference did the intervention make?**
 - ✚ What were the key positive and negative impacts of the project?
 - ✚ Where there any unexpected outcomes and/or consequences because of the project
 - ✚ To what extent have duty bearers improved their leadership role, responsibilities and become accountable to the citizens
- ii) **Effectiveness: Has the intervention achieved its objectives?**
 - ✚ To what extent have the planned activities in the log frame been reached per indicator.



- ✚ To what extent has the project activities contributed to the overall goal?
- ✚ What key lessons and findings can be documented and applied to design and implement similar future projects?
- ✚ What were the major factors influencing the achievement of the objectives of the project?
- ✚ What opportunities for collaboration have been utilized and how have these contributed to increased effectiveness or otherwise?

iii) **Efficiency: Was there value for money in delivering the project?**

- ✚ How efficient was the delivery of project activities relative to expenditure and delivery of activities?
- ✚ Was the project activity implementation (modality) considered to have been cost-effective while not compromising quality?
- ✚ What would have been opportunities within the project to reach more beneficiaries with available budget or reduce costs while reaching at least the same number of beneficiaries without compromising quality?
- ✚ Where there any budget modifications which were done during implementation?
- ✚ If there were budget modifications done, what were the outcomes of the modifications?

iv) **Relevance: The extent to which the project objectives and design respond to people of interest's needs**

- ✚ How relevant were the objectives and activities implemented by the project in addressing our people of interest's needs?
- ✚ How do beneficiaries perceive the relevance of the project and how have the project activities improved accountability amongst duty bearers?
- ✚ To what extent was the project able to adapt and provide appropriate response to context changes and emerging needs and priorities of the people of interest?

v) **Reach- To what extent has the project reached the targeted stakeholders?**

- ✚ To what extent have the project people of interest been reached and what mechanisms were in place to improve coverage?
- ✚ What are the main reasons that the project provided or failed to provide to its target people of need proportionate to their need?

vi) **Quality: Did the quality of activities delivered by the project meet the needs and expectations of our people of concern**

- ✚ What mechanisms are in place to track project implementation?
 - ✚ What quality assurance mechanism are in place?
 - ✚ To what extent did the project contribute to build long term community capacity?
 - ✚ To what extent was the project participatory at all project levels?
- vii) **Sustainability: How will the gains realized during the project lifespan be sustained post the funding period**
- ✚ To what extent did the project build sustainability post the funding period
 - ✚ What measurable steps have been taken to ensure sustainability

Scope of the Evaluation

The evaluation will focus on the period August 2019 to August 2022 during which Silveira House implemented the project. The evaluation will be undertaken in Zimbabwe with Parliament of Zimbabwe at national level, councilors in rural district councils and youths in the respective districts. The desk review can take place in the consultant's location prior to the field visits, The evaluation is expected to take place between August-September 2022. The following are the key project people of need that will be targeted by the evaluation:

- ✚ Members of Parliament in the following Portfolio Committees (Sports, Arts and Culture, Local Government and Women's Caucus, Finance and Economic Development).
- ✚ CEOs and Councilors from the participating districts.
- ✚ Past Student Representatives from Universities at Bindura, Midlands, and Lupane State Universities.

Approach and Methodology

The evaluation will adopt mixed methods approaches, primary and secondary data sources. All the data will be disaggregated by sex and disability status. The approaches will include:

- ✚ Desk review of project documents including monitoring reports, donor submitted reports and any other documents used to measure project performance.
- ✚ Developing a joint implementation framework with Silveira House staff.
- ✚ Key informant interviews, physically and online.
- ✚ Focus group discussions.
- ✚ Human Impact stories.

Deliverables

The consultant is expected to lead, accomplish, and submit the following deliverables within the agreed timelines and budget

- i) Inception Report
- ii) Data collection tools
- iii) Power point presentation of preliminary findings
- iv) Final Evaluation Report (soft copy and executive bound)
- v) All data related to the evaluation

Qualifications and Experience

The consultant should possess the following:

- ✚ At least an Advanced degree in Governance, Development Studies, Politics and Administration or a related field.
- ✚ At least 10 years of NGO experience in governance programming.
- ✚ Demonstrated experience with end of project or outcome evaluations.

Submission of Application

Along with their CVs interested candidates should submit:

- ✚ A technical proposal explaining their comprehension of the TORs and how they would approach the assignment summarizing the methodologies and approaches they plan to use including a timeline.
- ✚ Two samples of similar previous assignments.
- ✚ A financial proposal outlining their expected fees broken down according to category before giving a summative figure.
- ✚ At least 3 referees from post assignments.

Interested candidates/institutions should submit the above package to director@silveirahouse.org.zw copy hchuma@silveirahouse.org.zw on or before 22 August 2022.