

## ANNEX C

### *Sample terms of reference for a conflict evaluation*

To consider how an evaluation's terms of reference (TOR) should be drawn up, this annex takes as an imaginary example the evaluation of a peace journalism programme (schematically outlined in Figure 4.1). It is provided to give readers an idea of the type of information to include in a conflict prevention and peacebuilding TOR. It is indicative and should not be taken as a form model. A real TOR would give greater detail. Further tips on drafting TORs can be found in *Quality Standards for Development Evaluation* (OECD, 2010c).

#### **Terms of Reference: Evaluation of the Agency's "Peace Journalism" programme in conflict area X (2000-03)**

**Define the purpose and use of the evaluation.** Is the purpose learning or accountability? Will the evaluation be used to decide on future funding? To inform future support? To provide input to new strategy?

The purpose of this evaluation is to determine to what extent the peace journalism programme was implemented according to agency regulations (accountability), what contribution, if any, the peace journalism training course has made to reducing inter-ethnic tensions in country X and how this contribution was made (learning), and if peace journalism makes a significant contribution to long term stability (testing the theory of change). The evaluation will be published and made available to programme managers and country field staff. Management will use the findings to decide on continued funding of the programme. Findings are also of interest to the government of neighbouring country Y, which is considering a similar approach for a nationwide programme.

**Describe the evaluation object and scope.** What are the specific objectives of the evaluation? Is it to document achievements? Assess some or all of the activity's objectives? Will it look at implementation strategies and processes? Will the evaluation have a participatory focus? Will it look at the programme's underlying assumptions and theory of change? Which DAC evaluation criteria will be used (impact, relevance, sustainability, efficiency, or effectiveness)?

The evaluation will examine the results of the peace journalism programme from 2000-03 and its impact on peace and conflict dynamics. Specifically, it will assess whether or not peace journalism is an effective and efficient contribution to peacebuilding. The five DAC evaluation criteria will be used to assess the programme.

**Describe the rationale of the evaluation:** Why this evaluation at this point of time? Describe the longevity, amount of funding, and risks tied to the intervention. Are there any

specific events that have triggered the evaluation (unveiling of corruption, results that run counter to intentions in the intervention, new research being released)?

The conflict situation is worsening in country X and the public in the donor country is demanding to know how our agency has been involved in recent changes. Also, the agency is considering funding similar journalism programmes in other regions and would like to know if this is an effective strategy to pursue.

**Describe the scope, timeframe, objectives and nature of the activity to be evaluated.**

Specify issues to be covered, budget and funds spent, the time period to be evaluated, types of activities, geographical coverage, target groups, as well as other elements of the conflict prevention and peace building intervention addressed, such as contextual issues.

The peace journalism programme involved the training of 50 journalists from eight municipal districts and four workshops for interior ministry staff. The training took place over the course of two days and were run by agency staff and local organisation partners. The total funds disbursed were EUR 500 000. The programme was meant to contribute to peace by reducing bias in reporting and making journalists more aware of the sources and dynamics of conflict in relation to their work (theory of change). Each training session involved activities led by the agency's country staff. Workshops were held. Participants included 57% women, while 30% were from the dominant religious group (70% from minority religious groups), 40% from minority ethnic group A and 60% from B.

The programme has not been reviewed. Country and programme staff provided twice yearly self-assessments showing the output and achievements of basic outcome objectives, which included the number of journalists trained. Evaluations of workshops and trainings were completed by participants. While staff felt this was a successful programme overall, recent escalations in violence have raised concerns about impact. Many participants have changed their views of the programme in light of the changing situation on the ground.

**Provide directions for the approaches to be used.** What method will be used in the evaluation? How should the evaluation be conducted, via what process and steps, etc.? Will there be an inception phase? What will the level of stakeholder involvement in the evaluation process be?

The evaluators will undertake a thorough conflict analysis and then draft an inception report describing how they will answer the key evaluation questions. The evaluation will include a desk review of the programme's self-evaluations and participants' evaluations, as well as spending and country reports from the agency and other donors in the region. The evaluation team will visit country X for a participatory workshop with programme staff and embassy staff, as well as to interview programme participants.

**Logistical and safety concerns:** Address ethical behaviour in conflict environments and provide guidance on safety and logistics.

Due to safety concerns, the evaluation team will conduct field visits in Regions 1 and 2, but not in Region 3. For Region 3, evaluators will instead meet with proxies in the capital and collect data from a recent OXFAM community study carried out in Regions 3 and 4. The visit should take place during March. Security escorts in Region 2 will be provided by the embassy of country X.

**Principles:** What standards and principles are to be followed. Refer the team to any relevant policy documents or agency agreements.

The evaluation should follow our agency's "Principles for Engagement in Conflict Situations" and adhere to the DAC Quality Standards. The team is also expected to adhere to our agency's "Guidelines on Gender Sensitive Development Assistance".

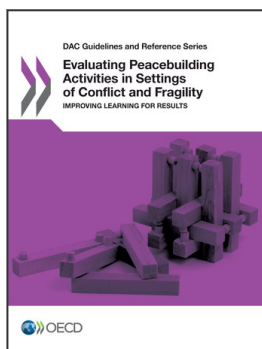
**Management arrangements, quality control and reporting.** Who will be in charge of each task and oversight? To whom will the evaluation team report? Is there a need to establish a steering mechanism for the evaluation? Who will be responsible for ensuring information sharing among team members? Who will be involved in drawing and assessing conclusions? What reports will be generated? Will they be public or confidential? Will they be published or placed on the internet? Will the reports and conclusions be checked? What quality control systems will be used?

The team will report directly to the evaluation department country programme manager Ms. X and will also work with a small reference group including X, Y, and Z who will review and comment on the inception report. The team will complete a field report which will be presented in a participatory workshop to country staff before completing the field mission. A and B will review the final report before it is accepted for publication.

**Team requirements** (including team make-up). Who should do the evaluation and what characteristics do they need to have? What is the desired size and composition of the team? What time commitment is involved in terms of person-hours? What types of individuals are needed for this particular evaluation in this particular context?

The team should include experts in ethnic conflict and land-based disputes with specific expertise on this conflict. There should be a team leader (40 days), at least four experts (30 days each) and up to two research assistants (30 days total). At least two members should be fluent in language A and language B and all members should be comfortable working under difficult circumstances and should have good communication skills and non-aggressive attitudes.

**Budget and schedule.** How will the evaluation be funded? Have there been arrangements made for security costs or other additional costs associated with working in a conflict environment? Are funds available for conflict analysis? (Bids may also be accepted and then compared to establish the appropriate funding needed.) When will the evaluation be conducted? What criteria will be applied to reports to disburse funding?



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