Call for Expression of Interest:
Conciliation Resources –
Impact evaluation of core funding

Terms of Reference

1. Position Overview and Objectives

The Human Security Division (HSD) of the Swiss Federal Department of Foreign Affairs (FDFA) requires an external consultant to carry out an evaluation of Conciliation Resources’ core funding to analyse its specific contribution to Conciliation Resources’ organisation including for delivery of programmes preventing or managing violent conflict and building peace.

The evaluation will assess the benefits of the funding and partnership from HSD’s perspective as well as the benefits of the partnership from Conciliation Resources’ perspective.

The evaluation will form the basis for Swiss FDFA's assessment on future cooperation with Conciliation Resources. It may be shared with other donors. For Conciliation Resources, findings and recommendations from the evaluation will be analysed and where possible be followed up in order to improve practices and methodologies including organisational design and operations.

**Position Title:** Evaluation Consultant  
**Location:** London  
**Duration:** October 2020 – January 2021  
**Reporting to:** Claudia Marti, HSD, Swiss FDFA

2. Background

2.1 Conciliation Resources

Conflict is difficult, complex and political. There are no easy solutions for resolving conflict peacefully. Therefore, the world urgently needs to find different ways to respond.

Conciliation Resources is an international organisation committed to stopping violent conflict and creating more peaceful societies. For over 25 years, they have been working with people impacted by war and violence, bringing diverse voices together to make change that lasts. Working across society, Conciliation Resources connects community perspectives with political dialogue. Learning from peace processes around the world, Conciliation Resources shares experience and expertise to find creative solutions to violence conflict. Conciliation Resources makes peace possible. Conciliation Resources is a team of over 60 peacebuilders and passionate people dedicated to resolving conflict. Their staff works with over 70 individual and organisational partners around the world.
2.2 Core funding and evaluation
Conciliation Resources receives core funding from three primary donors. Together, this core funding helps Conciliation Resources to deepen tangible impacts of peacebuilding programmes, influence policy, extend good practice, strengthen capacity to deliver and better understand and demonstrate impact. It does so through the following means/operational capacities:

- Legal, Risk, Safety and Safeguarding – safety and security of staff, partners and participants
- Contingency planning and long-term commitment and stability – looking beyond the project cycle
- Upholding organisational values and standards/giving vision, e.g. Investing in partnerships
- Accountability to donors and other stakeholders
- Planning, monitoring, evaluation, reporting: procedures, systems and processes
- Capacity development (M&E, Gender, Finance, Fundraising, Communication)
- International networks and relationships
- Finance systems, strategy and resources
- Shared learning - Internal and external learning resources
- Quality, adaptability, sustainability, relevance and appropriateness of programmes
- Effectiveness, efficiency and impact of programmes
- Policies and procedures

Conciliation Resources has been receiving core funding from the Swiss FDFA since 2004. One condition for continued funding is a commitment to review the contribution of the core funds every 10 years. The last evaluation was carried out in 2010. It reviewed the impact, quality and relevance of Conciliation Resources’ work over the period from 2000 to 2010, and analysed the organisation’s specific contributions to preventing or managing violent conflict and building peace.

3. Evaluation scope and research questions
Given the long-term nature of Conciliation Resources’ work in unpredictable contexts, an important element of its operating model is strategic funding. The evaluation will focus on Conciliation Resources' work for the period 2010 to 2020. During this time, Conciliation Resources has seen significant growth in its operations alongside the introduction of systems and structures to enable the organisation to adapt and build its approach. This evaluation should reflect on how this organisational growth and development to support operations has enabled Conciliation Resources to increase the sustainability of its work and extend the impact of its peacebuilding work beyond the short-term project cycle.

**Research Questions**

a) What is the added value of core funding to the work that Conciliation Resources does?

b) What benefits has HSD been able to draw from the partnership with Conciliation Resources, especially in the area of shared learning?

4. Evaluation design

4.1 Method
The evaluation will involve:

- a proposal for the evaluation of maximum 2 pages (+budget)
a desk review of relevant documents
● a workshop with a selection of Conciliation Resources staff to explore findings from the initial desk review and explore the organisational theory of change and the linkage with core funding
● telephone and Skype interviews with staff (Conciliation Resources and FDFA), partners and other participants and stakeholders.
● a draft report
● a review meeting with Conciliation Resources and HSD staff
● a final report with actionable recommendations (max. 10 pages)

4.2 Timing
We expect the evaluation will take place between October 2020 and January 2021 2020. The final evaluation report should be delivered by January 31, 2021 at the very latest.

● 22. September 2020: Consultant’s Proposal presented clarifying the methodology to be adopted, interpretation of these terms of reference (max. 2 pages + budget)
● 9. October - the Consultancy contract is signed
● Until 20. November: the Consultant works with Conciliation Resources (including interviews, meetings and group work) and FDFA (telephone interviews)
● 4 December 2020: Initial write-up (max. 10 pages)
● 11 December 2020: Share draft report
● 22 December 2020: Submission of final draft report
● By 31 January 2021: Presentation of the final report

4.3 Report Format
The final report should comprise of a 10-page report plus annexes, and should follow the following structure:

1. Executive Summary (1 page)
2. Introduction to the evaluation
3. Findings
4. Evaluative conclusions
5. Recommendations
6. Annexes – to include terms of reference, methodology for data gathering and analysis, references, etc

The Executive Summary should be extractable and serve as an effective means of communication.

It should answer the questions posed, particularly questions of impact and effectiveness. It should be critically analysed by Conciliation Resources, be useful & constructive for Conciliation Resources as a whole, pointing out areas for possible development, identify lessons learnt, with the overall interest in supporting conflict transformation work.

The full report will be made available to all Conciliation Resources staff, Trustees, Swiss FDFA officials and key donor partners.

5. Administration and consultancy management

Invoicing: In addition to the requirements outlined in the consultancy agreement, the Consultant will ensure that the invoices are addressed and submitted to Swiss FDFA for payment.
**Reporting:** The Consultant will be contracted by Swiss FDFA and will report to Claudia Marti. Conciliation Resources staff (Senior Development Manager and Head of Monitoring and Evaluation) will be copied on the reports and will provide comments. Throughout the assignment, the Consultant will work closely with the internal monitoring and evaluation and fundraising teams of Conciliation Resources.

### 6. Consultant Specification

- A track record of conducting complex, high-quality organisational evaluations which have generated actionable recommendations (essential)
- Commitment to working in an international environment with gender and cultural sensitivity (essential)
- Strong verbal and written English language skills (essential)
- Proven experience of evaluating peacebuilding organisations and programmes (desirable)
- Knowledge of the context at least one context in which Conciliation Resources works (desirable)
- Sound knowledge and understanding of conflict prevention and peacebuilding issues (desirable).

### 7. Application process

To apply, please submit a proposal, including (i) short narrative (3 page maximum) detailing your suitability and approach to the assignment; (ii) financial proposal* for the assignment; (iii) CV(s) (2 page maximum per CV). All proposals should be emailed to claudia.marti@eda.admin.ch.

The deadline for receipt of proposals is **22 September 2020.**

The indicative budget for this evaluation is **CHF 20,000** inclusive of all costs, any sales taxes and expenses, payable on delivery to Swiss FDFA of the satisfactory final evaluation report, which will meet agreed content and criteria mentioned in these ToRs. The price quoted should be a total price for the services / work - daily fee rate / number of days planned could be indicated in the budget.

### 8. References

The Consultant will be provided with the following reference materials:

- Conciliation Resources Evaluation Report from 2010
- Conciliation Resources Evaluation Report from 2015