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## **TERMS OF REFERENCE**

for

### **Formative & Summative Evaluations**

Global TV Drama (SFCG/GTF)

**PURPOSE:** Search for Common Ground (SFCG) seeks proposals from qualified individuals or institutions to conduct formative and summative evaluations of its Global TV Drama through the Global Transparency Fund in a sample from the ten countries participating in the production and over a period of three years starting in January 2009.

## **1. BACKGROUND**

### **1.1 Programme Summary: *Global TV Drama on Governance & Citizen Participation***

SFCG has been granted funding, by the UK Department for International Development under the Governance and Transparency Fund, to produce over a period of three years a multi-episode, dramatic, football-based TV and radio series in 10 different countries<sup>1</sup>.

“The Team” is a metaphor about cooperative behavior: A diverse group of people must overcome their individual and group differences to attain success. These dramas will be infused with strong messages to promote individual responsibility, good governance and tolerance at every level of society. In each country, the idea is to tell the fictionalized story two footballers from disparate backgrounds who learn to overcome their ethnic/religious/economic differences in order to play cooperatively for the good of the team. The underlying premise being that cooperation and teamwork are essential both in scoring goals and in resolving the pressing problems that are faced by individuals, families, communities and countries. The series will present scenarios for positive behavior where characters learn to move beyond both positions and interests, and create a truly open conversation with one another, their families, community and their governments through the game.

Rooted in the story-telling tradition, in each country the stories are told from the point of view of the footballers as they struggle to overcome their ethnic/religious/economic differences to win for the good of the team and for the greater good. However, the characters, stories and cultural backdrop would vary from one country to another and would address local realities. Thus in Country A, there might be an emphasis on preventing HIV/AIDS and dealing with corruption, while in Country B programs might stress the need to strengthen the free press and stop gender violence.

SFCG’s Executive Producer is developing a storylines with key themes and messages. The storylines will be given a cultural stance by local writers in each of the countries. *The global nature of the production provides a unique opportunity to compare the effectiveness of the series*

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Angola, Burundi, Côte d’Ivoire, DRC, Guinea, Indonesia, Liberia, Morocco, Nepal, Palestine and Sierra Leone

*in different cultural contexts and assess how and to what extent SFCG's media productions influence policy, practice, attitudes and power relations related to social issues within and across cultures.*

The goal of the project is to ***educate and entertain a mass general audience through storylines and characters that are universal and recognizable.***

Overall objectives of the show

- To increase the average listener/viewer's depth of understanding of how he/she should interact with government.
- To manage expectations of the government's accountability, transparency and responsiveness
- To educate and inform **elites** to the concerns and issues of their constituents, particularly the poor or other marginalized groups with whom they might never come in contact..

In addition, Country Offices will be developing outreach strategies to build on the messages contained in the TV series and to maximize the impact of each series (see outputs below).

***Outputs of the Programme include:***

- a multi-part TV or radio drama series called *The Team* in 10 countries
- To maximise the impact of each series partnerships will be formed and relationships with civil society developed to carry out follow-up activities, including:
  - Preparation of a written viewer's guide
  - Production of DVD and audio tape sets for widespread distribution through CSOs and other local associations, community groups, schools and universities
  - Training of teachers and facilitators in the use of material
  - Public events, including viewing, discussion of issues and appearance of cast members
  - Production and distribution of a theme song for each series, with widespread distribution through media plays, music videos, DVDs and audio tapes
  - Interactive service platforms, wherever technically feasible, for SMS text messages and emails, allowing widespread feedback and dialogue

In addition to the above outputs, SFCG will work as the Executive Producer with a wide range of partners from two key sectors; media and civil society. Media partners would include radio and TV broadcast networks, production companies and drama groups. Civil society partners would include NGOs and membership-based groups, such as Market Women's Associations, Drivers' Unions, Bike Riders' Unions, Teachers' Unions, and interest-based groups.

## **1.2. Search for Common Ground**

Since 1982, [Search for Common Ground](#), an international non-governmental organization, has been working to transform the way the world deals with conflict: away from adversarial confrontation, toward cooperative solutions. Our philosophy is to "understand the differences," but "act on the commonalities." SFCG is engaged in a long-term process of incremental transformation, so we make long-term commitments. We seek cross-cultural integration of

indigenous and international concepts of conflict prevention. We work with partners on the ground to strengthen local capacity to deal with conflict. SFCG and its Brussels-based partner, the European Centre for Common Ground, currently work in or with seventeen countries: Angola, Belgium, Burundi, Côte d'Ivoire D.R. Congo, Ethiopia, Indonesia, Iran, Kenya, Liberia, Nigeria Macedonia, Middle East (with offices in Jerusalem, Morocco, Sierra Leone, Ukraine, and the USA. Our "toolbox" includes mediation/facilitation training, community organizing, radio/TV, journalism, sports, drama, and music.

SFCG's media production arm, [Common Ground Production](#), manages the content and production of this global project with support and input from SFCG's country offices in the countries of intervention.

## **2. The Evaluation**

### **2.1 Organisational Goal:**

SFCG, as an organization, has committed to conducting project and programmatic evaluations in order to maximize the effectiveness of our programming and engage in continuous improvement and learning within programmes and across the organization.

### **2.2 Programme Evaluation Objectives:**

The evaluation goal is to assess whether the program goals and objectives have been achieved within the context of DFID's Governance and Transparency Fund.

DFID has set out guidelines for the monitoring and evaluation of GTF programmes/projects. This is contained in a document produced by the Overseas Development Institute entitled *Evaluation of Citizens' Voice and Accountability. Evaluation Framework (August 2007)* and is attached at Annex 1. The evaluation of Search's GTF programme must work within this framework. In addition, DFID have also set out guidelines for reporting which is contained the following document *Reporting Requirements: A Guide for Grant Holders of the Governance and Transparency Fund June 2008*, attached at Annex 2. In designing the monitoring and evaluation, you should take in to account the design principles set out in paragraph 2.2 of this report.

### **2.3 Audience**

The primary audience of this evaluation is SFCG and its project partners (local production companies and local NGOs and CSOs) and the funders of the program activities. The findings will feed into organizational learning, improvement of the program and other public information.

The secondary audience includes the larger media and peacebuilding communities.

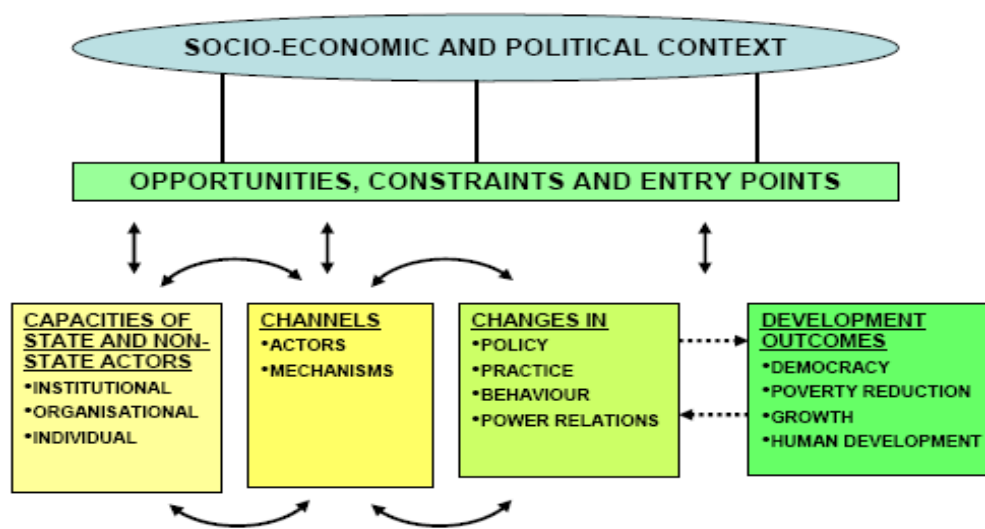
### **2.4 Evaluation Methodology**

The SFCG approach to evaluation is grounded in the guiding principles of our work: participatory; culturally sensitive; committed to building capacity; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context. In addition the standards of utility, feasibility, propriety and accuracy developed by the American Joint Committee on Standards for Evaluation will be adhered to.

The methodology must be consistent with international good practice and take into account the DAC evaluation criteria<sup>2</sup>.

As per our donor's requirements, the evaluation framework for this programme is based upon a traditional model of measuring context, inputs, outputs, process and impact. The framework that is suggested for the monitoring and evaluation is set out in a document produced by the Overseas Development Institute (ODI), *Evaluation of Citizens' Voice and Accountability*<sup>3</sup> (attached at Annex 1).

The purpose of the framework is to: (1) provide a common evaluation framework to be applied in different contexts; and (2) identify the main analytical dimensions for evaluating governance interventions. The interaction of the five components is shown in the figure below. It attempts to represent the general results chain for Governance and Accountability interventions. The evaluation will need to locate the different components of the project within the structure of this Indicative Results Chain.



Source: Foresti, M et al. (2007)

The methodological approach and tools to be used in evaluating the outputs and outcomes of the project in each country would be both qualitative and quantitative and may include:

- Interviews of key informants (partners, local and national authorities, staff, etc.)
- Facilitated focus-group discussions (viewers, outreach activities' participants)
- Viewer surveys
- Case studies

<sup>2</sup> See also: DFID (2006) Monitoring and Evaluation – A Guide for DFID-contracted Research Programmes, Central Research Department, May 2006.

<sup>3</sup> See Foresti, M et al. (2007) *Evaluation of Citizen's Voice and Accountability – Evaluation Framework*, August 2007, Overseas Development Institute (ODI), London.

In addition to the evaluation of the projects outputs and outcomes, SFCG is commissioning a group of academics from media and communication institutes to conduct an effects study to assess the attitude shifts of a sample of the target population. The Terms of Reference for this study is attached at Annex 3. The study will likely include closed circuit exposure to the shows with pre- and post- exposure attitude surveys (with use of control groups). We expect the evaluators and academics to work together to plan and coordinate their activities and to share the findings of these effects studies to help in the development of the interventions and enrich the analysis of the evaluation findings.

### **3. SCOPE OF WORK**

#### **3.1 Location:**

The evaluation will take place in a sample of the countries of intervention. The four locations chosen are Morocco, Cote d'Ivoire, Nepal and Kenya.

#### **3.2 Deliverables:**

The Evaluators will be expected to produce the following reports covering the grant period.

- Inception Report
- Annual Progress Report
- Final Evaluation, and
- Project Completion Report

Annex 2 sets out what should be covered in each of these reports. We expect the Evaluator to work with Search to produce these reports. In addition, we expect the evaluators to produce:

**Country Reports:** At the end of each country evaluation, a report, submitted electronically, will include:

- Executive summary of key findings and recommendations – no more than 2 pages
- Table of contents
- Methodology and Research questions
- Research findings, analysis, and conclusions with associated data presented, where appropriate in clear graphs or charts
- Recommendations for Future Action
- Appendices, which include collected data, detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography
- Report no longer than 20 pages (Excluding appendices)

**Summary Documents:** For the Annual Progress Reports, the Final Evaluation and Project Completion Report, we would like the Evaluators to produce concise summary documents that we can use for learning within the organisation and as tool for communicating key results to our key stakeholders:





- 3 hard copies and 1 electronic copy of summaries in English
- Maximum 5 pages covering the major conclusions and recommendations

SFCG will exercise no editorial control over the final evaluation report. Both the final and the summary reports will be credited to the consultancy team and potentially placed in the public domain at the decision of SFCG.

### 3.3 Duration & Deadlines

The duration of the contract will be a total period of 120 days covering the period starting from January 2009 through July 2011

The table below outlines the timelines in each country of intervention through the three years.

	Year 1 Jan 2009 – Dec 2009	Year 2 Jan 2010 – Dec 2010	Year 3 Jan 2011 – July 2011
Morocco	 (20 days)		
Cote D'Ivoire	 (20 days)		
Nepal		 (20 days)	
Kenya		 (20 days)	
Overall evaluation report (bringing it all together)			(20 days)

**Deadlines:** The deadlines for reporting are as follows:

Inception Report – 30 January 2009

Final Evaluation Report– 30 July 2011

Project Completion Report – 30 July 2011

### 3.4 Logistical Support

SFCG will provide preparatory and logistical assistance to the evaluator(s), which include:

- Background materials (proposal, reports, scripts, broadcast schedule, list of implementing partners existing evaluations, etc.)
- Identify assistant(s) for the evaluator(s)
- Preparation of meeting with program director, in country producer, local partners etc.
- Arrange in country transportation, lodging.

## 4. THE EVALUATION TEAM

### 4.1 Lead Evaluator's Role

A team managed by a Lead Evaluator will conduct the overall programme evaluation. The evaluators will be expected to travel to the various locations cited above to conduct this work.

The Lead Evaluator is expected to be responsible for the following:

- Formation of an assessment team
- Identify and define evaluation priority areas, methodology and indicators
- Design and implement data collection
- Facilitate survey crew training and data collection tools
- Engage stakeholders in the assessment process
- Data analysis and reporting

- Develop and present draft reports to SFCG as specified above
- Produce and submit five (5) draft interim country evaluation reports, and summary reports (max 5 pages) of the Annual Reports and Final Evaluation Report, covering key findings, major conclusions and recommendations, for organizational sharing and learning

Search would like the opportunity to see drafts of any reports to provide feedback and provide additional information as appropriate.

**Desired Qualifications:**

- Technical expertise in the fields of media and/or governance and/or peacebuilding
- At least 10 years experience conducting complex evaluations
- Team proficiency in the languages of the countries to be evaluated
- Experience in and/or understanding of social and political dynamics of the countries to be evaluated
- Expertise in mixed-method evaluations and data collection skills in developing world or post-conflict context
- Strong facilitation skills
- Excellent oral and written communication skills
- Conflict resolution/peacebuilding experience
- Able to commit for a period three years

**5. PROPOSALS/APPLICATION GUIDELINES**

*Complete proposals/applications should be submitted by **15<sup>th</sup> December 2008** (US EST time) through email. Proposals/applications should include:*

- Full methodological proposal
- Budget estimates and price quote (including the number of days that each member of the Team will give to the evaluation)
- CVs
- Cover letter
- Availability
- 2 Writing samples

**6. BUDGET GUIDELINES**

The budget may include travel cost, salaries (daily rates), per diem and expenses, translators, interviewers, data processors, etc.

**Please submit proposals/applications by 15<sup>th</sup> December 2008 to:**

Nick Oatley  
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 Search for Common Ground  
 noatley@sfcg.org