

Terms of Reference (TOR)

External Review of Saferworld's Yemen Programme, 1 August 2023

1. Background and context

Saferworld is an independent international organisation working to prevent violent conflict and build safer lives. We work with people affected by conflict to improve their safety and sense of security, and conduct wider research and analysis. We use this evidence and learning to improve local, national and international policies and practices that can help build lasting peace. Our priority is people – we believe in a world where everyone can lead peaceful, fulfilling lives, free from fear and insecurity.

In Yemen, Saferworld has been working on conflict prevention issues with Yemeni civil society organisations (CSOs) since 2010. Effective partnerships that benefit everyone are central to our strategy, approach and to how we work. With partners, we support women, youth and community groups in their efforts to build peace and respond to the impact of the war.

Saferworld is seeking the services of an experienced consultant or consultancy team to undertake a review of our Yemen programme, and to collect evidence and learning of the strategies and methodologies we have been piloting and refining in Yemen since 2018 to more effectively resource community initiatives and a wider spectrum of civil society organisations and networks – including youth and women led organisations and women's rights organisations – that lead on change.

2. Programme approach and outcomes

Since Yemen's devastating conflict escalated in March 2015, the country has faced significant economic challenges, widespread insecurity and a deepening humanitarian crisis. Years of war have created ruptures within communities and broken down the state capacity to provide essential public services. Work to ensure a more peaceful future – as well as stronger community resilience - is sorely needed. Groups at the frontlines are helping their communities and holding together a social fabric under immense strain. This includes activists, community groups and CSOs, often led by women and young people, who are leading local initiatives to meet pressing community concerns and challenging marginalisation, injustice and political exclusion.

In Yemen, Saferworld's community security and peacebuilding programme has four interconnected outcome areas or strands, with the aim of strengthening Yemen civil society, CSO networks and hubs to increase their role as independent and collective actors of good governance and development, thereby contributing to longer term social development, economic stability and peace and security in Yemen:

- 1) Community groups and civil society organisations, with a focus on women and youth, respond to intersecting humanitarian and peace needs in Aden and Taiz, including through appreciative inquiry, the provision of flexible microgrants and networking of knowledge and capacities;
- 2) Influential governorate leaders address community priorities and advocate to high-level stakeholders for durable and meaningful solutions.
- 3) CSOs and CSO/Women-led hubs are provided with core, flexible and accessible funding to design and implement their own peace, security and development initiatives, including priority women, peace and security (WPS) and development issues, which meet the priorities of their constituencies, particularly of women, youth and other marginalised groups.

- 4) Yemeni CSOs and WROs are supported to influence national and international level peace processes through the delivery of joint advocacy and peacebuilding interventions based on community priorities, by enhancing the networking, shared learning and collaboration amongst CSOs and the provision of technical and financial support.

In Yemen, Saferworld is directing resources to over 28 civil society organisations, particularly women and youth led organisations, supporting them to design and run their own initiatives for improving human security, promoting peace and increasing youth and women's role in peacebuilding, including through the Yemen Civil Society Solidarity Fund (YCSSF), which Saferworld established in 2019. The YCSSF was designed so that decision-making power – through peer review and scoring of proposals – sat with the applicant CSOs. The programmes implemented by the 10 funded CSOs reached over 300,000 people in four governorates. They provided women with improved access to legal and psychological support, economic empowerment and safe spaces to convene; increased youth involvement in conflict resolution, health, education and economic development; exposed mismanagement of public funds and reduced violence in schools. CSOs accessed capacity building support in financial and personnel management, proposal writing, advocacy and gender sensitivity, and reported that improved financial management allowed them to access other funding, and that new technical skills improved the impact of their work.

With CSO partners, Saferworld also supports community-based organisations (CBOs), community groups and women and youth groups, through appreciative inquiry (referred to internally as participatory action in learning (PALC)) and a micro-grant mechanism, to support shorter time-bound local initiatives, focusing on identifying and strengthening grassroots initiatives to advance their existing priorities at the community level. It is expected that such support will contribute towards inclusion and change at the local level that has potential to effect or participate in change at the governorate, national and international level over time.

Since 2020, Saferworld has worked with partners to continue to refine and scale up these approaches in six governorates, enabling communities in Yemen to identify and address key drivers of conflict in their communities. Furthermore, Saferworld has supported four CSO hubs in Taiz and Aden, two of which will enable marginalised CSOs to work with communities to create joint visions for peace. The other two hubs support women activists to engage with communities and civil society on women's security concerns, root causes of conflict, and women's exclusion; and carry out joint initiatives to influence peace processes and decision making. Over time, Saferworld seeks to expand its support to CSO hubs in other governorates, connecting them to broader CSOs and CSO networks, as well as the international community. This includes the project of long-time Saferworld partner, the Sana'a Centre, who have built civil society, private and public sector Strategic Thinking Groups operating at Governorate and inter-Governorate level. The outcomes of this review will help to inform how this work evolves over time, alongside ongoing consultations with those we work with.

3. Purpose, scope and key learning questions

The **purpose** of the review is to collect evidence and learning from strategies and methodologies to resource Yemeni community initiatives and civil society to address peacebuilding needs in Yemen, in order to inform/transform our own ways of working across our programming portfolio, and to contribute evidence and recommendations for our advocacy towards others.

Saferworld would like to assess the impact and effectiveness of the strategies and methodologies co-designed with partners in Yemen. An in-depth review of our programming in Yemen will enable Saferworld and partners to draw out lessons learned and identify best practice behind these methodologies (with a view to support wider organisational learning and thinking, including Saferworld's wider partnership and peacebuilding approaches).

With a specific focus on addressing cross-conflict divides and promoting wider uptake, the review will also consolidate learning and recommendations from Yemen on how grassroots initiatives and impact can (better) feed into and inform wider policy/ and advocacy and peacebuilding processes, within Yemen and at international level.

Key learning questions

- To what extent are strategies and approaches, and programmatic outcomes relevant to addressing the priorities of those we are working with? Are the approaches and methodologies consistent with the attainment of the programme's outcomes, Yemeni context and the intended impacts?
- To what extent are these approaches effective in supporting citizen and CSO-led initiatives for peace / social cohesion / wider conflict transformation? What evidence do we have?
- How does applying these methodologies, apply to a peacebuilding/ conflict prevention focus? To what extent are community-based processes that use relevant PALC approaches and micro-grants to stimulate and support community level initiatives/action, addressing (over time) root causes of conflict?
- To what extent have these approaches created solidarity and collective community and civil society movement building and response to conflict/ drivers of conflict; and enabled power over decision-making and ownership of peacebuilding work from NGOs to people affected by conflict themselves?
- Where we are employing different approaches or models (e.g., PALC and micro-granting versus more "traditional community security programming" approaches, is there any learning emerging on the differences, improvements and or good practices emerging from these different or modified approaches?
- To what extent are these approaches conflict sensitive?
- To what extent are these approaches responding to the local context and people's priorities across humanitarian, development and peacebuilding priorities?
- To what extent are these approaches integrating and responding to the needs of women, youth and marginalised groups & promoting equality and inclusion?
 - Are these approaches identifying harmful and exclusionary social and gender norms, practices and structures and putting specific action in place to respond to the specific safety and security needs of women, men and marginalised groups?
 - Are there any outcomes that indicate that through these approaches there has been a shift in gendered or social norms, practices or structures? (If not, why?)
- What do we need to continue to adapt and or improve on current practices?
- Similar to all of Saferworld's existing methodologies and strategies, supporting spaces for 'learning from action' and linking learning and analysis to sub-national, national and international spaces, is central to our theory of change. What are we learning in Yemen in terms of enabling and or overcoming the challenges connecting grassroots initiatives to wider reform and peacebuilding processes?
 - How do locally-led, grassroots interventions feed into wider change strategies or wider reform processes at the sub-national, national and international levels? For example, peace processes, political transitions, security sector reform.
 - If the methodology is demand-led and builds on what exists, then how does it contribute to longer-term conflict transformation aims? What evidence do we have?
 - What scale is necessary? For example, what are we learning about the best mix of groups to support to have meaningful impact at the sub-national, national and international levels? What alliances seem particularly helpful for larger-scale impact at these levels? Or issues that can lead to identifying access points for wider impact?
 - What can we learn about mutually reinforcing engagements at the community-, sub-national, national and international levels?

4. Evaluation methodology, methods and outputs

Desk review: The consultant(s) will be required to review a range of internal project and organisational documentation. These include proposal documents, donor and partner reports, partner micro/small grant proposals and reports, partners review and feedback reports, partnership reflection meeting notes, Saferworld strategic documents, Saferworld existing resources on gender-sensitive conflict analysis and/or conflict.

Focus Group Discussions (FGDs): Focus group discussions will be conducted with a selection of community groups including women, youth, IDPs and other vulnerable groups in conflict and gender sensitive manner to receive feedback on how our target groups and stakeholders perceive and adapt the programme approaches and strategies being used. The assignment will require travel to selected project locations to carry out focus group discussions.

Key Informant Interviews (KIIs): Interviews will be conducted with Saferworld staff, partners, community representatives and leaders, and relevant stakeholders with whom we are working and coordinating project implementation.

Outcome Harvesting (OH): Throughout project implementation Saferworld and partners gather evidence of relevant outcomes through a participatory process known as outcome harvesting (OH). As part of this assignment, the consultant will systematically review evidence collected through OH, and collect complementary primary data through KIIs and FGDs that will enable them to verify and/or reject, and further substantiate, the harvested outcomes.

5. Outputs, timing and management

The expected outputs are:

1. Data collection, analysis and presentation tools and templates (to be finalized in coordination with Saferworld);
2. Evaluation and research findings validation workshop;
3. Final evaluation report (10-15 pages approximately, with key case studies);

This review is expected to take place from **mid-August 2023 - end of September 2023**. Based on the timeline below, the total time required to complete this review is 15-20 days.

S/No	Activity description	Time allocated	Deliverables
1	Initial briefing meeting with Saferworld team.	0.5 days	<ul style="list-style-type: none">- Inception report- Methodology and tools for data collection for assessment against the agreed key review questions- First draft MTR report
2	Desk review	2-3 days	
3	Primary data collection (KIIs and FGDs)	5-7 days	
6	Analysis and validation	2-3 days	
7	Writing and submission of first draft evaluation report	3 days	<ul style="list-style-type: none">- Revised MTR report
8	Finalisation of Saferworld evaluation report, incorporating Saferworld feedback and submission of primary dataset	2 days	

9	Presentation of findings	0.5 days	
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6. Profile of consultant(s)

Saferworld is looking for an individual or a team of evaluators to support this review, who:

- Has a deep understanding of the Yemeni context;
- Has proven experience in the design and implementation of peacebuilding, governance and development programming;
- Has experience working with civil society in Yemen;
- Has a deep understanding of peacebuilding and development funding sources for Yemeni CSOs and activists;
- Is fluent in Arabic and English; and has excellent English writing skills;
- Has experience in conducting reviews and evaluations using participatory methods (outcome mapping, harvesting, contribution analysis, systems thinking);
- Has strong qualitative data research skills;
- Is sensitive to the programme's principles (partnership, participation, gender equality).

7. How to apply

Interested candidate/s should submit:

- Expression of Interest outlining motivation, relevant experience and suitability for the consultancy (max 1 page);
- An outline of the methodology proposed for the assignment (max 1 page)
- Latest CVs of all team members and a proposed team structure;
- Contact details for two referees;
- An indicative financial proposal, including details of daily rates and expected data collection costs (acceptable daily rates generally up to 250-400 GBP).

Please submit completed expressions of interest with all supporting documentation to jobs@saferworld.org.uk by **20 August 2023**. Your e-mail must have the subject heading indicating **Saferworld Yemen programme review**. Only shortlisted candidates will be contacted.