

TERMS OF REFERENCE FOR EXTERNAL EVALUATION OF THE JESUIT CONFERENCE OF AFRICA AND MADAGASCAR (JCAM) SAFEGUARDING PROGRAMME (2018 -2023)

Introduction

The Jesuit Conference of Africa and Madagascar is part of the Society of Jesus that has moral and religious responsibilities in Africa and Madagascar. This involves structuring and coordinating activities so that the Society continues to grow into a prayerful, discerning, and apostolic community of Jesuits and collaborators. The core of this mission is to engage provinces and regions to foster union, communion, effective leadership and planning towards a shared vision and the universal mission of the Society of Jesus.

From its secretariat in Nairobi, JCAM leads and coordinates the following Jesuit missions: the Jesuit Historical Institute in Africa (JHIA)-Nairobi, the African Jesuit AIDS Network (AJAN)-Nairobi, the Justice and Ecology Office (JEO), as well as its affiliate, the Justice and Ecology Network of Africa (JENA)-Nairobi, and the JCAM Development Office (JDO)-Nairobi. Crucial, however, to its mission is the coordination and oversight of the training of Jesuit Priests that takes place in Hekima University College (HUC), Institut de Théologie de la Compagnie de Jésus (ITCJ) – Abidjan and Arrupe Jesuit Universities (AJU) – Harare, and the last stage of Jesuit training called the JCAM Tertianship in Zinkwazi, South Africa.

The Safeguarding Programme (hereafter “the programme”) is one of several programmes through which JCAM fulfils the above mission in its coordinating role with Provinces and one Region within Africa and Madagascar. Specifically, the programme's goal was to promote within the Jesuit Conference of Africa and Madagascar a consistent culture of protection and well-being of children and vulnerable adults within all the communities, formation houses and works under its direction.

JCAM is therefore placing an open call for proposals to design and deliver a summative evaluation of the JCAM Safeguarding programme.

Key Programme Information

The overall goal was to make JCAM institutions, including formation houses, safe places where children are treated with respect and dignity, creating an environment where they can grow to their full potential. A more specific goal was for JCAM to embed a consistent culture of protection as a normal, habitual way of living, relating, and working, in which those whom JCAM serves, particularly children, always feel respected, safe, and loved within Africa and Madagascar.

To achieve the goal above, different activities were carried out through the 3 phases of the programme as indicated below.

Phase	High-level summary of activities
1	Baseline study: Design methodology, desk review, CPO training, data collection (KII and FGDs), data analysis, presentation of findings and validation, and recommendations to Provincial Superiors.
2	Operationalizing the baseline results: Professional support to CPOs, learning conference hosting and publication of research, pastoral programme course publicity, accreditation and app development, training of novice directors and training of provincial education officers
3	Scaling the programme: (i) Setting up a physical office at Hekima University, development of curriculum and launch of course, enrolment of 50 students per year, (ii) Research and policy

	brief publications, stakeholder engagement and dissemination of findings in various platforms, (iii) Facilitate training of province and regions safeguarding commissions, benchmarking, self-audit tool development and administration in Provinces, Regions, and Formation Centres.
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These activities targeted leadership level (Major Superiors/Provincials), Novice Masters, Formation Centres, and Province Child Protection Officers.

The programme was implemented throughout 2018-2023 (5 years) and financed through 3 grants by the Porticus Foundation (see summary in Annex 1). Additional information will be provided to the final selected consultant. These three grants correspond to 3 phases of programme implementation. The programme was implemented across six JCAM Provinces and one JCAM Region within Africa and Madagascar.

Purpose and objectives of the evaluation

The main objective of this summative evaluation is to explore to what extent the programme contributed to its intended goals; assess the effectiveness of the approaches used in reaching the beneficiaries and generate recommendations. The findings, conclusions and recommendations will inform JCAM’s strategy decisions, programme design, and wider work going forward.

Scope of the evaluation

The scope of this summative reevaluation will be JCAM’s Safeguarding Programme implemented from 2018 to 2023 through the three Porticus-funded grants.

The JCAM secretariat/development office is based in Nairobi. Although the activities under the programme covered several countries, it is not expected that the evaluator needs to travel to various locations across the region.

JCAM is currently carrying out other activities through funding by Porticus as part of larger programmatic multi-stakeholder work. These activities include leading the development of a Community of Practice (CoP) on safeguarding. These activities will not be part of this evaluation.

Key Evaluation Questions (KEQ)

The evaluation should address the following **Key Evaluation** Questions (KEQs). The questions below reflect current thinking, but we expect the evaluator to review them with the evaluation team.

Effectiveness:

1. To what extent has the intervention contributed to the desired programme outcomes?
 - 1.1. To what extent has the programme contributed to internal changes in policies, procedures, and norms across the Society of Jesus in Africa and Madagascar?
 - 1.2. To what extent has the programme contributed to embedding a safeguarding culture in JCAM’s formation centres?
 - 1.3. What key lessons from implementation can be actioned upon in future planning?
 - 1.4. Were there any unintended outcomes that arose in the process of implementation and how did JCAM effectively identify them and adapt?

Relevance

2. What is the relevance and significance of the programme components as perceived by the institution's staff and final beneficiaries?

Efficiency

3. To what extent are JCAM's monitoring, evaluation, and learning (MEL) systems and processes fit to track the progress of the programme implementation and learn about progress toward intended outcomes?
 - 3.1. What are improvement opportunities?

Sustainability

4. How likely will progress towards the programme's intended results continue?

Timeframe

The programme comes to an end in December 2023. Therefore, the evaluation is anticipated to be undertaken over four months ideally beginning around November 2023 and ending by April 2024 considering the December holidays.

Proposed Methodology

We anticipate a utilization-focused evaluation. Results should be focused on informing and supporting JCAM in learning from the programme and planning for future work. We encourage that the evaluation be undertaken in a participatory manner, including the end-beneficiaries. For instance, end-beneficiaries could play a role in the analysis/validation of findings and the determination of recommendations for future programming.

The methods foreseen include a mix of qualitative and quantitative methods. However, we invite the bidders to suggest an approach that they deem most appropriate based on the information provided in this Terms of Reference, including the extent to which the participation of beneficiaries can be considered.

The three Porticus-funded grants have somewhat different results frameworks. We, therefore, expect that the evaluator will need to collate these through interviews and desk review, integrate them and establish against which intended results the programme should be evaluated. The final approach will be agreed on collaboratively between the evaluator and JCAM.

Deliverables

We expect the following deliverables. However, we invite bidders to propose adjustments as they see appropriate.

1. An inception report, outlining the evaluation design and methodology, proposed work plan and coordination and communication mechanisms with JCAM staff.

2. A presentation and validation workshop with stakeholders and ideally with end-beneficiaries where indicative results are presented and discussed.
3. A draft final report, including an executive summary, supported evaluative conclusions, and actionable recommendations.
4. A revised final report incorporating comments from the Steering Group as described in the table below.

All materials should be accessible in English, using plain language.

Potential information sources

These include, but are not limited to:

- JCAM: Leadership, project staff and child protection officers and other stakeholders
- Programme baseline report: A Knowledge Attitude Practice (KAP) baseline was conducted in 2018, and it informed the activities of the safeguarding programme. A high-level summary of the goals and outcomes of the grant is available under Annex 1.
- Strategic plan/Safeguarding policy
- Programme progress reports from JCAM
- JCAM monitoring reports.
- Logical frameworks
- Other relevant programme documents

Stakeholder involvement

Main Evaluation Audiences		Utilisation of results
Internal:	JCAM management; Major Superiors; Child Protection Officers	Understand progress, inform strategy, programme adaptations, and future safeguarding work
External:	JCAM partners and funders	Learn from progress and support partner learning.

Stakeholder	Role/Responsibility in the Evaluation
JCAM leadership	<ul style="list-style-type: none"> • Commission and oversee the evaluation. • Hold the evaluator responsible for deliverables. • Set up and lead the evaluation Steering Group to act as a sounding board and oversee the evaluation. • Inputs and comments on the methodology proposed, agrees on the questions guiding the analysis and approves the final design. • Will make the relevant documents available for review by the consultants.

JCAM project staff	<ul style="list-style-type: none"> • Participates in evaluation, including interviews and providing information and documentation. • First point of contact for any management/delivery issues or issues of concern. • Will facilitate access to the field and provide staff with support for data collection processes.
Province CPOs	<ul style="list-style-type: none"> • Participates in the evaluation as may be required by the evaluator, providing their input on proposed lines of questions
JCAM partners and donors	<ul style="list-style-type: none"> • Potentially participates in the evaluation, providing background information and observations. • Form part of the evaluation Steering Group/team
Beneficiaries	<ul style="list-style-type: none"> • Potentially participate in the evaluation process, including interviews, FDGs and providing information

Evaluation technical team

The consultants must:

- Be independent of JCAM and have no stake in the outcome of the evaluation.
- Have a proven track record in designing, conducting, and delivering high-quality evaluations and have strong qualitative, quantitative and/or emerging evaluation methods as well as analytical, research skills.
- Ideally have experience working with faith-based organizations, at minimum show that they understand the topic of the programme and show confidence in being able to engage in discussions related to it.
- Be sensitive to and respectful of social and cultural differences and comfortable with working and communicating across differences, including being able to communicate complex ideas in accessible ways and gather data from and with different stakeholders across the Society. Should be able to understand the nuances of the internal Jesuit workings.
- Ability to work efficiently and effectively with programme stakeholders in various locations and from multiple institutions, including remotely writing and revising evaluation documents.
- Proficiency in generating clear and visually appealing reports and templates from quantitative and qualitative data received using appropriate tools, methods and/or data visualization software. Excellent report writing and analytical skills; able to present findings clearly and concisely.
- Excellent spoken and written command of English. French is an asset.
- Proven ability to deliver against targets and meet deadlines.

Ethical considerations

Considering the nature of the programme it is of utmost importance that the evaluators comply with internationally accepted norms and standards for evaluation, as well as ethical considerations. All those engaged in designing, conducting, and managing evaluation activities will aspire to conduct high-quality and ethical work guided by professional standards and ethical and moral principles. The evaluator must clearly identify any potential ethical issues and bottlenecks that may impede or undermine the minimum ethical requirements. The inception report shall clearly articulate ethical issues, potential risks and

mitigation measures and approaches. The process for ethical review and oversight of the evaluation process should also be elaborated.

Expression of interest

Interested applicants (individuals and/or organizations) should submit an Expression of Interest of no more than 15 pages with the title “JCAM Safeguarding evaluation” by 30th October 2023 to socius@jesuits.africa detailing and including the following:

- i. A technical proposal with the proposed evaluation framework/design and a description of the evaluation team.
- ii. The applicant should also provide the following details as part of the application:
 - a. The CV(s) of proposed staff and consultant(s) listing qualifications and relevant past assignments, experience, and expertise.
 - b. Names and email addresses of three previous clients/referees who can be contacted to provide references.
- iii. A financial proposal that includes daily rates of each team member proposed by the applicant organization. Individual consultants should list their proposed daily rate.

Budget and Duration of Evaluation

We would like the evaluator/s tendering for this work to propose a budget and a time breakdown that fits the methodology they propose. The financial proposal should cover the duration of the whole evaluation, including the deliverables requested and proposed and all costs incurred for all administrative and logistical arrangements and not exceeding Euro 50,000. However, please note this range is an indication only; we would expect the budget to vary according to the methodology and deliverables proposed. We will assess proposals according to how well the proposed methodology meets the requirements set out in these Terms of Reference and the expertise and experience of the evaluator/s. We will also assess the proposals in terms of cost-effectiveness. As already noted, we are open to alternative or additional suggestions to the methodology proposed above if a convincing case is made and so long as they demonstrate they can answer the key evaluation questions.

We will hold a call with all interested candidates on 5th October 2023 at 14h00 East African Time to give bidders an opportunity to ask questions and for JCAM to provide further information. Please send your questions to safeguardingcoordinator@jesuits.africa by 30th September 2023. We aim to have an evaluator appointed by 30th November 2023.

Safeguarding Policy

JCAM is committed to keeping children safe, so our selection process includes background checks which reflect our commitment to the protection of children from abuse. Further, our staff are required to abide by the safeguarding policies in place.

Annex 1:

Summary of Jesuit Conference of Africa and Madagascar (JCAM) Safeguarding Grants 2018 -2023

Grant Title and Reference	JESAM Children and Vulnerable Adults Protection Programme (GR-058158)
<p>Grant summary: The overall goal of the grant is to make institutions, inclusive of formation houses within the Society of Jesus in Africa and Madagascar (JESAM), safe places where children are treated with respect and dignity, creating an environment where they can grow to their full potential. The grant also aims to challenge current behaviours and attitudes of religious and lay staff as they relate to children and their rights, in order to prevent the recurrence of incidences of abuse of minors in the Church and JESAM, ultimately strengthening daily safeguarding practices of those who work with children. Anticipated outcomes were</p> <p>Short Term:</p> <ol style="list-style-type: none"> 1. Increased Knowledge and awareness of the JESAM CPOs and Provincial Superiors on the theory and terms of Child protection. 2. Comprehensive understanding of the status of play within provinces regarding child protection compliance, knowledge, awareness and practice. 3. A clear pathway for building towards strengthened Child Protection practice within JESAM. <p>Longer Term:</p> <ol style="list-style-type: none"> 1. Concrete improvements in Safeguarding policy and practice within The Society of Jesus (Jesuits) in Africa and Madagascar (JESAM). 2. Significant Decrease in the number of children and vulnerable adults who suffer violence, abuse, neglect or mistreatment of any kind while in contact with, in the care of, or otherwise engaging with The Society of Jesus (Jesuits) in Africa and Madagascar (JESAM). 	
Timelines	01/07/2018 to 31/12/2018 (6 months)

Grant Title and Reference	Developing JCAM's work in Child Protection (GR-068177)
<p>Grant Summary: This grant will operationalise the reflection of the baseline and the suggested steps forward, in order to help the Jesuits in Africa respond to both the system weaknesses, but also the philosophical and spiritual gaps that are currently preventing their apostolic works function in the best interests of the child at the centre.</p> <p>This is a continuation of the existing training plan, which will continue to unfold through the next four years. It will include meetings, retreats, conferences travel and accommodation and the hire of a programme coordinator. Through the help of external facilitators, the CPOs will hold regular meetings and retreats for professional development and spiritual direction; JCAM will hold a learning conference in an academic and pastoral context on the issues surrounding the understanding of Protection for the Church in an African context. In addition, they will develop a training kit for education in safeguarding and a safeguarding App. Finally, they will conduct safeguarding training for future novice directors and provincial superiors. This will ensure a much broader and deeper exposure for ministers and others engaged with working with children.</p>	
Timelines	01/01/2019 to 31/12/2019 (1 year)

Grant Title and Reference	Phase 3 - JCAM Child Protection and Safeguarding Programme. (GR-073822)
<p>Grant Summary: The grant support initiatives aimed at building on and scaling up current work to promote a consistent culture of protection that is integral to the identity and practice of the Jesuits. Their research and training will be offered in service to contributing to a strengthening of safeguarding practices and shifting attitudes towards children for religious working inside the Church and for practitioners operating within social service systems more broadly. The main outcomes are as below:</p> <ol style="list-style-type: none"> 1. Clear understanding of the safeguarding concept in the wider Church, among Jesuits in formation and other trainees and enhanced individual capacities in safeguarding and child protection. 2. Evidence-based advocacy contributing to better protection of children and vulnerable adults and a reduction of cases of abuse in the community. 3. Provinces, Regions and Formation Centres adopt better policies and integrate safeguarding in their daily work, strengthened by enhanced monitoring and adequate resource allocation, modelling for other Church bodies and communities. 	
Timelines	01/01/2021 to 31/12/2023 (3 years)