

Terms of Reference (ToR):

Evaluating Effectiveness and Impact of

Communities of Hope: Intra and Interfaith Harmony for Sustainable Peace - Phase II

Grant PID: 122024 and PIMS ID: G1413

June 2026

Affirmation

All the contents provided in Terms of Reference (ToRs) are only limited to serve the purpose as stated in the ToRs. The Client prohibits use of information/data for any other purpose. Any re-production of these ToRs is strictly not allowed. We do not accept responsibility for any interpretation of the contents beyond the scope of the assignment.

1. Introduction and Background:

1.1. About Organization:

An International Organisation, hereafter the “Client”, is a faith-based Humanitarian and Development organization working in 22 countries of the world. The Client began working in Pakistan in 1982, responding with humanitarian assistance to Afghan refugees in Khyber Pakhtunkhwa (KP) province. The organization has since helped 2005 earthquake-affected communities and has from 2007 expanded its operations with long-term development and humanitarian aid. Our work is guided by the following values: Integrity of Creation, human dignity, global justice, inclusive communities and compassion. The organization participates in the UN Clusters and is a member of the Pakistan Humanitarian Forum (PHF) and other networks. The Client is dedicated to internationally recognized standards and commitments:

- Core Humanitarian Standards on Quality and Accountability (CHS).
- Sphere Humanitarian Charter and Minimum Standards in Disaster Response.
- ACT Alliance Code of Conduct.
- Code of conduct for International Red Cross and Red Crescent movement for NGOs in Disaster Relief
- Do No Harm

2. The Project

2.1. Project Summary table:

Project Title	Communities of Hope: Intra and Interfaith Harmony for Sustainable Peace - Phase II
Project Donor	Royal Norwegian Embassy, Islamabad
Project Duration	October 1 st 2023 to September 30 th 2026
Project Area	Lahore and Gujranwala districts of Punjab
Key partners	1. Bargad, Lahore 2. Organization for Research and Education (ORE)

Since 2004, NCA’s peacebuilding programme in Pakistan has strived to promote tolerance, social cohesion, and intra- and interfaith dialogue. NCA’s peace building work includes projects with grassroots communities, advocacy on minority rights, engagement with duty-bearers and stakeholders. Through these efforts, NCA has contributed to strengthening gender-sensitive and inclusive community structures for conflict transformation, while facilitating advocacy initiatives that encourage dialogue among religious leaders from different faith traditions on sensitive social and religious issues. With support from the Ministry of Foreign Affairs (MFA) and the Royal Norwegian Embassy in Pakistan, NCA has been promoting social cohesion and constructive dialogue among various segments of society. Between 2014 and 2020, NCA implemented two phases of peacebuilding projects in selected districts of Khyber Pakhtunkhwa (KP) and Punjab. Building on these achievements, NCA launched the two-year project, “Communities of Hope (CoH): Intra- and Interfaith Harmony for Sustainable Peace,” during 2021-2022. To consolidate and expand the gains made under Phase I, a second phase of the project has been implemented for the period 2023-2026.

The project proposes to address religious extremism and hate speech by promoting social cohesion and safeguarding the fundamental human rights of faith communities through educational institutions and community-based interventions. It seeks to establish and strengthen local mechanisms for intra- and interfaith dialogue, conflict resolution, and the protection of human rights, particularly for vulnerable

groups and women, while addressing existing rights deficits. Through variety of approaches including strengthen the local community structures inclusive of diverse faith representation, men, women & youth representation, and engagement of relevant stakeholders while addressing project advocacy agendas like wise educational institutions, media representatives, government representatives, etc.

The initiative also advocates for the effective implementation of the two percent education quota for minority students in universities. Another key component focuses on sensitizing and strengthening the capacity of Punjab Police in conflict-sensitive policing, with particular emphasis on gender sensitivity, human rights protection, and improved service delivery.

In addition, the project engages print and electronic media journalists and utilizes social media platforms to counter hate speech and promote tolerance, harmony, and peaceful coexistence. All interventions have been designed with sustainability in mind to ensure that their impact continues beyond the life of the grant.

The project directly benefits 8,761 individuals, including women, men, youth, journalists, civil society activists, and faith leaders in selected Union Councils (UCs) of Lahore and Gujranwala districts.

Theory of Change (ToC)

The project Theory of Change (TOC) envisages three interconnected changes. First, diverse faith communities promote social cohesion to counter violent extremism and protect basic human rights. Second, communities acquire capacities to resolve the conflicts and protect social action for peace through mobilization and coordinated advocacy. Third, responsive government institutions, specifically law enforcement institutions, and media play a key role in the prevention of religious bigotry and the protection of basic human rights.

If key actors (including women, men, religious actors and youth) in the target areas are sensitized about their rights, peaceful co-existence, and intra/interfaith harmony, and government institutions and media play a responsive role to protect human rights and curb hatred, then tolerance of violent extremism and human rights violations will be reduced, contributing to more peaceful, cohesive, and inclusive communities.

2.2. Target Locations and Community of Interest

The project has been implemented in eight Union Councils (UC) of Lahore and four UCs of Gujranwala districts of Punjab Province.

Table below enlists UCs covered in each district:

District	Location/Union Council (UC)
Lahore	Bahar Colony (UC 226)
	Wagha Town (UC 182)
	Jallo Mor
	Bostan Colony (UC 227)
	Makkah Colony
	Dhirampura
	Model Colony (Ward 8)
	LDA Quarter (Ward 10)

Gujranwala	Bilal Town, Rahwali (Ward 6)
	Noshwera Road (UC 74/78)
	Fransisabad (UC 74/37)
	Kotli Peer Ahmed Shah

The key rights-holders and stakeholders of the project include government departments, religious institutions, universities, and civil society actors engaged at both the district and provincial levels through the project's advocacy initiatives. These stakeholders include the Punjab Higher Education Commission (PHEC), the Human Rights and Minorities Affairs (HR&MA) Department, Punjab, the Human Rights Commission of Pakistan (HRC), the Social Welfare Department (SWD), the Women Development Department (WDD), Punjab, the Punjab Youth Affairs Department, local councillors, university and college representatives (teaching & non-teaching faculties/students), the police department, media representatives, faith leaders from Muslim and non-Muslim communities, the Meesaq Centre, and the Ombudsperson's Office.

The project also engages representatives of civil society organizations, youth and women's groups, policymakers, mainstream political leaders, academia, and persons with disabilities (PWDs) to promote inclusive dialogue, advocacy, and social cohesion.

3. The Evaluation of the Project

The final evaluation of the Communities of Hope: Intra and Interfaith Harmony for Sustainable Peace - Phase II (CoH) project is being commissioned to assess the overall performance of the project in terms of its relevance, effectiveness, impact and sustainability. It aims to generate evidence of the extent to which the project has achieved its intended outcomes and contributed to long term changes and broader development goals. It will examine the effectiveness of the advocacy strategies, stakeholder engagement processes, and the enabling environment, while identifying the opportunities for strategic repositioning. To measure relevance the evaluation will assess the extent to which project has addressed the locally identified conflict drivers and met the peacebuilding needs. Additionally, the evaluation will provide actionable lessons and recommendations to inform future programming and strategic decision-making by the client and partners. The evaluation will also, fulfil reporting requirements and promote learning across similar initiatives. The specific objectives include:

3.1. Objectives of the Assignment

The assignment is to conduct an evidence-based, consultative, and participative analytical reflection on the CoH project. The evaluation has the following specific objectives:

- To assess the effectiveness of the project in achieving its intended outcomes and identify key factors influencing performance.
- To evaluate the project's impact by examining long-term (intended and unintended) changes at community, relational, and system levels, and its contribution to broader development goals.
- To determine the sustainability of project results, including the likelihood of continued benefits/results, level of local ownership, and the adequacy of systems to sustain outcomes beyond project completion.
- To provide actionable recommendations based on evidence-based lessons learnt.

4. Scope of the Assignment

This assignment will cover the entire duration of the project implementation, i.e., from October 1, 2023, to September 30, 2026, to produce a precise and thorough picture of the project's implementation, learning gaps, and progress. Geographically, the assignment should collect data from the targeted union councils and stakeholders, at district and provincial levels, as listed in section 2.2.

5. Evaluation Criteria and Questions

The evaluation will examine the project implementation against the below criteria by addressing the following questions. The evaluator will develop a detailed evaluation matrix for questions and sub-questions to carry out the evaluation.

Evaluation Criteria / Area of focus	Evaluation Questions
Relevance	1. To what extent did the project address the priority peacebuilding needs and the conflict drivers identified by the local stakeholders and targeted communities?
Effectiveness	2. To what extent the observed outcomes can reasonably be attributed to the project interventions? - What factors influenced the achievements?
Impact	- What are the long-term effects (intended/unintended)? - What changes occurred at relational (between individuals and/or groups), community and system level? - Did the project contribute to broader development goal?
Sustainability	- Will benefits continue after project completion? - Is there local ownership? - Are systems in place to sustain outcomes without project support?
Future mainstreaming of outcome areas	- Determine the potential and avenues for mainstreaming of psychosocial wellbeing in the design and implementation of future projects.

Moreover, to assess the effectiveness of the project, the evaluator will measure the following indicators and provide the synthesis on the status of these indicators and reasons for any progressive or regressive change attributed to the project.

- Level (%) of constructive social interaction across groups
- % of people with positive view on the peace structures
- % of minority student quota seats filled in project target universities/institutions
- % students secured admission in university under 2% quota for minorities are awarded financial assistance (scholarship).
- % of trained police officer (female & male) reported to utilize learning from training in dispensation of official duties.
- % of trained media representatives/journalists/influencers took actions to curb hate speech.

6. Methodology:

At the proposal stage, interested consultants (individuals, teams, or firms) are expected to submit a comprehensive methodology and detailed workplan for conducting the evaluation (including endline data collection) in response to the scope of this assignment. These submissions will be assessed as part of the technical evaluation process. The selected consultant will further refine and elaborate the proposed methodology in an inception report, which will be subject to review and approval by the Client's Steering Group prior to the commencement of field activities.

The consultant will be responsible for developing and/or adapting data collection tools aligned with the evaluation questions, objectives, and indicators. These tools must be designed to generate robust, evidence-based findings that inform clear conclusions and actionable recommendations. Where applicable, the consultant shall utilize or adapt the same tools used during the baseline to ensure compatibility of key indicators over time.

The client will provide relevant documentation, including global guidelines, baseline tools, datasets, reports, and other reference materials, to support the consultant's desk review during the inception phase. While the baseline dataset is available, recontacting the same participants for the endline data collection may not be feasible. Therefore, the client shall propose an appropriate study design for the primary quantitative approach, complemented by qualitative methods (e.g. key informant interviews, focus group discussions, and case studies) to comprehensively address the evaluation objectives and questions.

Given the intention to assess project impact, the consultant is encouraged to propose appropriate approaches that strengthen causal inference and attribution in the absence of randomised control trial (RCT). Such approaches may include, but not limited to contribution analysis, outcome harvesting, process tracing, collaborative outcomes reporting, and comparative case analysis.

The proposed methodology must clearly articulate how data will be collected, managed, validated, triangulated, and analysed. It should also outline strategies to integrate quantitative and qualitative evidence to generate credible findings, draw lessons learned, and produce actionable recommendations. The methodology should have measures to overcome the risk of biases including, sample bias, response bias, instrument bias, and administrative bias.

The primary data collection is expected to take place in the intervention UCs and representatives of government institutions, as described in section 2.2 of this ToRs.

7. Ethical considerations:

The study shall respect the Client's policies and guidelines on Do no Harm, Core Humanitarian principles, Information Security, and ethical guidelines for data collection, including informed consent.

The consultant must provide a detailed plan for data collection and data management, including software/applications used, data access policy detailing who has access to the data and for what purposes, and a plan data retention / destruction.

Data collection and data management must comply with EU's General Data Protection Regulations (GDPR). All respondents must provide informed consent. Data and information collected during the assignment will be used for the purpose of the assignment only and handed over to the client once the assignment has been completed, in a way that ensures respondents' safety and privacy, including the pseudo-anonymization of identifiable data for respondents who answer anonymously.

8. Reporting:

The consultant for this assignment will coordinate with the project team and the focal point as appointed by the steering group for this assignment.

9. Roles and Responsibilities:

9.1. Roles and Responsibilities of the Contracting Organization

- Brief/orient the consultant on the Project
- Brief and orient stakeholders about the purpose of the review
- Review and approve the review/study tools, methodology, and reports (inception, draft, and final reports)
- Extend necessary facilitation to ensure coordination among partners, stakeholders, and consultant
- Assist in organizing meetings with implementing partners and stakeholders.
- The Client will provide necessary documentation to the consultant, work out a programme and coordinate throughout the fieldwork.
- Provide necessary support to the consultant to ensure timely completion and compliance with the international survey standards.
- Prepare and disburse payments for the consultant upon completion of the deliverables of the assignments.

9.2. Partners' Roles and Responsibilities

- Facilitate access to project sites, target communities, and relevant stakeholders for data collection.
- Support coordination with local authorities, community leaders, and beneficiary groups to ensure smooth implementation of field activities.
- Provide relevant project documents, reports, and monitoring data required for the evaluation.
- Ensure availability of partner staff for interviews and consultations with the evaluation team.
- Participate in validation and debriefing workshops to review preliminary findings and provide feedback.
- Provide contextual insights and operational information to support accurate interpretation of findings.
- Support follow-up actions, as needed, to clarify data or provide additional information during analysis and reporting stages.

9.3. Consultant's Roles and Responsibilities

- Hold an inception meeting with the contracting organization.
- Desk review of relevant programme and project documents including proposals, program logic, assessments, and activity calendar.
- Develop a methodology able to answer the evaluation questions, in consultation with the Client's steering group formed for this assignment and develop an evaluation design that

assesses the project impact and responds to evaluation questions. A refined evaluation matrix entailing which data sources and methods will be used to respond to evaluation questions and how these will be triangulated.

- Develop a detailed plan for data collection and data management, including data access and data retention.
- Prepare and submit the inception report including employed methodology, research tools, work plans, and schedule for both qualitative and quantitative aspects of the assignment for review, feedback, and approval by the Client.
- Establish contacts with all the relevant stakeholders in target communities/districts.
- Design data collection tools by using the double difference method and incorporating the questions to measure the project outcomes' indicators.
- Hire local enumerators to collect the data.
- Translate the questionnaire in the local language and pilot it.
- Capacity building of the data collection team.
- Lead, implement, and supervise the primary data collections.
- Field visits to selected communities; interview/FGDs/KIIs with the representatives of government institutes, universities staff, minority students, faith actors/leaders, and parliamentarians, as per approved evaluation methodology.
- Conduct meeting/workshop with the Contracting organization's Steering Group formed for this assignment, relevant staff from Client's Head Office, Country Office, and Partner Organizations to debrief on the findings and recommendations of the evaluation.
- Submission of draft evaluation report and finalize it based on the feedback from HO and CO of contracting organization.
- Consultant is expected to submit a hard copy of final approved reports (endlines surveys and evaluation) and electronic copy along with the pseudo-anonymized data (names and identifiable information replaced with unique codes) and a corresponding table of unique codes and names in a separate zipped file encrypted to a latest encryption standard, and analysis scripts, as applicable, for both qualitative and quantitative data. The final report should follow the 1-2-25 format: 1-page executive summary focused on actionable recommendations, 2-page summary, 25-page final report.

10. Deliverables and Timelines:

The duration of the review will be approximately 40 days after the signing of the contract. The timeframe for deliverables is outlined in the table below.

Tasks/outputs	Responsible	Suggested timeframe (days)	Tentative dues dates
Inception meeting with programme team	Team/Consultant	01	15 th November 2026
Review of project documents and introduction with the partner organisations	Consultant	02	19 th November 2026
Develop inception report, including data collection and analysis methodologies and refined evaluation matrix (maximum 20 pages, excluding annexes)	Consultant	06	23 rd November 2026

Endline primary data collection, including partner offices & field areas as mentioned in section 2.2 of this ToRs.	Consultant	12	30 th November 2026
Carry out Analysis of primary and secondary quantitative and qualitative data	Consultant	05	16 th December 2026
Presentation/ Validation meeting after completion of the data analysis.	Consultant	01	20 th December 2026
Submission of first draft of the Review Report, including raw data gathered and analysis products generated (the final report shall follow 1-2-25 format, excluding annexes. The report outline will be agreed during inception phase)	Consultant	05	30 th December 2026
The Client's Feedback on the Report	Client	05	01 st of January 2027
Submission of final evaluation report	Consultant	03	15 th January 2027
No. of days to complete the assignment.		40	

The dates mentioned in the table above are indicative and may subject to revision during inception phase.

The detailed budget, terms and conditions for the applicant will be separately spelt out in the respective contract.

11. Qualification or specialized knowledge / experience required

The contracting organization requires a diverse set of thematic and research skills to undertake this assignment. Core competencies and associated skills and qualifications required to undertake this assignment are provided below:

a. **Technical & Thematic Knowledge**

- Advance degree in relevant discipline of social science, evaluation and/or research methods, including, Peace and conflict studies; Development studies; Anthropology; Sociology, Public administration.
- Demonstrated understanding of conflict analysis, conflict sensitivity, post-conflict recovery.
- Demonstrated understanding of the governance, rule of law, citizen security, justice, and human rights issues
- Excellent communication skills, written and oral, including in cross-cultural contexts.
- Demonstrated understanding of religious and political landscape in Pakistan and role of religion in Pakistani society.
- Preferably, the applicant affiliated with reputable research institution or consultancy firm (from Pakistan).

b. **Experience**

- Eight to ten years of experience in designing, managing, and implementing impact assessments/studies, evaluations, research, and the use of mixed methods. Preferably some evaluation experience of peacebuilding programmes within conflict sensitive countries, like Pakistan.
- Demonstrated understanding of gender issues, gender mainstreaming, and women and peacebuilding within the context of Pakistan.

- At least 10 years of experience in working with government officials, media, marginalized groups including faith minorities, faith actors and institutions, and people and children of conflict sensitive diverse communities.

c. ***Behavioural***

- Meets commitments effectively and efficiently and delivers results on time
- Treats all people fairly and equally and does not discriminate against any individual or group.
- Treats colleagues, partners, stakeholders, clients and counterparts with dignity and respect, and works without bias
- Demonstrates respect for diversity and understanding of different points of view, culture, and faiths
- Promotes an environment of open communication while ensuring that sensitive information is protected.
- Communicates orally and in writing in a clear, concise and impartial manner
- Demonstrates and abides by the core values of the commissioning organization throughout the assignment and behaviour

12. Submission of Proposal

Please submit to "procurement.pakistan@nca.no" the following documents:

- Technical and financial proposal, separately. The proposals should comprise of the following components:
 - The consultant understanding of the Terms of Reference (ToRs). Explaining overall evaluation design, evaluation matrix that entails proposed data methods and sources corresponding to evaluation questions, sampling strategy along with justification for appropriateness, data protection measures and ethical safeguarding. The evaluation matrix and design can be refined during inception phase.
 - A clear and elaborative work plan.
 - Organizational capacity statement and experience related to programme/project evaluations.
 - Curriculum Vitae (CVs) for all the consultant and complementary staff. (CVs submitted should be of staff that will be engaged in this assignment).
 - Reference letter from three clients the consultant worked for recently.; details include Names, address, telephone numbers of referee organizations/employers.
 - Copies of relevant work undertaken in the last three years. Three Samples
 - Full names, post office box, telephone numbers, email address, physical address, and contact person of the consultancy.

Interested applicants should submit their proposals by **COB October 18, 2026**.