

FIGHT FOR PEACE INTERNATIONAL GLOBAL ALLIANCE NETWORK



PROGRAMME EVALUATION TERMS OF REFERENCE

BACKGROUND

[Fight for Peace](#) (FFP) uses boxing and martial arts, combined with education and personal development, to realise the potential of young people living in communities affected by crime and violence. FFP was founded in the Complexo da Máre favela in Rio de Janeiro in 2000, in response to the arming and employment of young people by drug trafficking factions, and was replicated in London in 2007 to help combat rising youth gang violence in the UK.

FFP's approach has been consolidated over 15 years of delivery experience, and today is a comprehensive primary and secondary violence prevention service offering young people access to an integrated programme of support including: boxing & martial arts, education, employability, youth support services¹, and youth leadership (the FFP Five Pillars). Over 10,000 young people have been directly supported by FFP in Rio and London since it was founded, and over 2,800 young people go through our programmes annually in these locations.

In 2011 Fight for Peace International (FFPI) launched the Global Alumni Programme (GAP) to share our methodology with other organisations in communities affected by violence. To date 136 organisations from 24 countries have been trained and strengthened through GAP to form an international network of organisations aligned in their use of combat sports to reduce youth violence.

THE GLOBAL ALLIANCE NETWORK

The FFPI Global Alliance Network (GAN) programme will build on the success of GAP by establishing an ongoing, dynamic and productive community of practice that supports members to increase their effectiveness and sustainability. It will also provide a platform from which FFPI and members can continue to innovate and secure resources together for the good of the young people collectively served around the world.

The activities of the project are designed to:

- Transition the GAP community into a fully functioning global network;

¹ A range of psycho-social and other support, including advice and referrals to help young people and their families access their rights as citizens, official documentation, and support with legal, housing, immigration, and income issues.

- Support continued organisational and programmatic development amongst members; and
- Mobilise partnerships and resources, leading to greater impact for young people participating in network members' programmes

EVALUATION PURPOSE AND USES

The purpose of this evaluation is to determine whether the GAN programme achieves three of the four targeted outcomes described in the programme proposal, and understand which factors in particular contribute most to positive outcomes for network members and ultimately to the young people they support.

FFPI will use the evaluation process to inform development and continuous improvement of the GAN model through formative inputs and expert advice from the evaluator(s) at key stages of the programme. The process will also be used to demonstrate to GAN members the value of engaging external evaluators to understand 'what works', and identify lessons learned for programme improvement.

Summative evaluation data/evidence will also be used by FFPI and partners to help develop and refine the GAN model in the future. The evaluation should complement FFPI and partners' MEL activities and make use of FFPI and partners' MEL data, in addition to other sources.

LEARNING QUESTIONS

In commissioning an evaluation of GAN, FFPI and Comic Relief seek to answer the following learning questions:

1. Did the GN activities as designed lead to the four targeted outcomes described in the original project proposal?

Outcome 1: Network members are more sustainable and effective organisations as a result of FFP support. The evaluation should consider organisational development in terms of:

- Adaptation/replication of FFP's 5 pillar methodology
- Broader organisational development in terms of MEL, resource mobilisation, governance, strategic planning, brand and space, and values.
- Development and implementation of relevant and effective safeguarding policies and practices

Outcome 3: A thriving network of organisations aligned in their use of BMA combined with personal development (PD) and other support for young people is established and having a greater impact as a result of their interconnectedness and interactions. The evaluation should establish whether GN membership boosts outcomes for Members.

Outcome 4: Network members and the YP's who attend their activities are more able to identify and respond to social issues affecting their communities. The evaluation should establish whether GN membership leads to Members being more engaged with their communities and responsive to issues and challenges young people face locally.

In answering this question the evaluation should also comment on the validity of FFPI MEL data in relation to the planned outcomes

2. Which inputs/activities delivered by FFPI produced the most tangible and valuable benefits for GAN members?
3. Which inputs/activities delivered by FFPI were most effective for stimulating network interconnectivity, meaningful interactions, and peer-to-peer learning?
4. Does the GAN model effectively balance individual and collective identity to maximize the value of the network whilst retaining local relevance and ownership?
5. Which mechanisms for seeking funding centrally and distributing across a network, are most fair, efficient, and impactful?
6. Overall, is the GAN model an effective way of: transferring FFP methodology, facilitating mutual learning and development, and creating a thriving network that delivers real benefit to members?

APPROACH

The evaluation team should act as ‘critical friends’ throughout the programme in support of development and improvement of the GAN model. FFPI and partners will use the formative inputs of the evaluation to guide strategy, implementation planning, and decision making.

In addition, the evaluation design should reflect the principles of FFP’s MEL approach:

- Mixed method data collection, analysis, and communication/presentation
- Inclusion of a variety of voices
- Openness and transparency with stakeholders, funders and partners
- Value placed on learning for development and improvement

DESIGN AND AVAILABLE DATA

Given the timescale and budget available for this work, FFPI recognises that much of the evaluation data collection will need to be done through the online network itself and via remote communications with members. Evaluation designs should therefore identify creative ways to use existing FFPI data, and ways of using the online platform to gather relevant additional information from members. As well as this, FFPI partners will provide the evaluation team with:

- Access to case management data about individual GAN member organisations that are recorded in Upshot, FFPI’s online MEL information system. This data includes information about capacity building outcomes for each organisation: date of outcome, type of outcome, narrative description of outcome and FFP inputs related to the outcome. There are also consultancy support case notes, media, and completed surveys in each organisation’s case record in Upshot.
- Each GAN member organisation’s baseline profile, 12-month evaluation interview survey responses, and quarterly feedback survey responses.
- Any MEL datasets shared by GAN member organisations, such as young people’s self-reflection questionnaire data (anonymised), registration and attendance information,

and evidence of concrete progressions for young people in GAN partners' programmes.

- Access to online platform user traffic/statistics
- MEL data related to GAN member organisations' participation in network training and webinar sessions
- Support to connect with GAN partner organisations

PROPOSAL REQUIREMENTS

Proposals should include the following information:

- Detailed proposed methodology
- A plan for how learnings will be shared with FFPI, Comic Relief, and stakeholders
- Work plan
- Budget
- CVs of evaluation team members

Proposals are welcome from individual consultants or teams.

TIMING

Tenderers should submit their proposals to Rebecca McHugh electronically (bec@fightforpeace.net) by midnight on 4 September, 2017. Proposals will be assessed by Fight for Peace and Comic Relief, and a final decision will be made to award the contract by 15 September, 2017.

All parties interested in submitting a proposal should register their interest with Rebecca McHugh by email. Questions regarding the project can be directed to Rebecca McHugh at any point leading up to the proposal submission deadline. Questions received and answers provided by FFPI will be shared with all registered tenderers.

DELIVERABLES

1. Detailed evaluation design
2. Baseline capacity assessment (network and network members)
3. Mid-term evaluation report
4. Final evaluation report

BUDGET

The total budget available for the evaluation is £15,000. The evaluation team should include in their proposal a detailed breakdown of how the budget would be spent across the 3 years of the project for each activity.