



TERMS OF REFERENCE

Final evaluation of the DCAF multi-year Police Advisory Programme, as a mandate of the Citizen Security Programme of the Swiss Agency for Development and Cooperation (SDC).

February 2024





I. BACKGROUND AND PROGRAMME INFORMATION

About DCAF

The Geneva Centre for Security Sector Governance (DCAF) is an organization dedicated to enhancing the security of States and their peoples within a framework of democratic governance, the rule of law and respect for human rights. The DCAF contributes to making peace and development more sustainable by helping partner states, and the international actors that support these states, to improve the governance of their security sector through inclusive and participatory reforms. It creates innovative knowledge products, promotes standards and good practices, provides legal and policy advice, and supports capacity building of both state and non-state security sector stakeholders. The DCAF Foundation Council is composed of 63 member states, the Canton of Geneva and six permanent observers. Active in more than 70 countries, DCAF is internationally recognized as one of the world's leading centers of excellence for security sector governance (SSG) and security sector reform (SSR). local ownership, inclusive participation and gender equality. For more information, visit www.DCAF.ch.

Project Information	
Title	DCAF Police Advisory component of SDC's Citizen Security Programme.
Strategic Objective (Impact)	The SEDS-PNH is a professional institution close to the community and a benchmark of trust and respect for human rights and gender.
Location	Honduras
Project Dates	September 1, 2018 - June 30, 2024 1. Phase I - September 1, 2018 - August 31, 2022 2. Phase II - September 1, 2022 - June 30, 2024
Project Budget	Fase I - 2,792,677.00 CHF Fase II - 1.050.000,00 CHF
Source of Funding	Swiss Cooperation Agency (SDC)
Implementing Party(ies)	DCAF Regional Office in Tegucigalpa

PURPOSE AND SCOPE OF THE EVALUATION

The purpose of the evaluation is to analyze the extent to which the project is meeting/achieving its objectives at the outcome level and its impact according to the Results Framework and the Theory of Change, in qualitative and quantitative terms. In addition, the evaluation should also look at lessons learned and possible divergences from unintended effects.

The evaluation will include a review of project documentation and interviews with DCAF staff, project grantees, implementing partners, and donors. The evaluation will cover all components and outcomes of the programme and will be guided by the indicative questions detailed in the next section.





The time frame is from the second phase of the project's start date of September 1, 2022, to its end date of June 30, 2024.

The geographical framework is national, so the evaluation should consider the application of instruments by primary sources in different regions of Honduras.

The beneficiaries of the program are the Honduran National Police (PNH), the Secretariat of Security (SEDS) and the Directorate of Police Disciplinary Affairs (DIDADPOL).

General objectives/purpose of the evaluation

- Evaluate the output/outcomes and impact of the project against the expected results.
- Review the pertinence, effectiveness and sustainability of the programme.
- Appraise the implementation strategy in relation to the project's achievements.
- Assess the perceptions of Honduran security sector staff (notably the SEDS/PNH and DIDADPOL) on the impact of the intervention.
- Identify problems and constraints that have been encountered.
- Draw lessons for the next project and future programming for Honduras, COSUDE and DCAF.

ASSESSMENT QUESTIONS

The assessment will be guided by the indicative set of questions listed below. The evaluator(s) can go beyond these questions; The final list of questions will be agreed as part of the initial phase.

Pertinence

- To what extent has the programme demonstrated agility and adaptability to changing circumstances in the country over the past six years so that it has been able to respond adequately to the challenges of the security sector in Honduras, including political, legal, institutional, etc., changes in Honduras?

Effectiveness

- What measurable improvements have been observed in the capacity and performance of the National Police as a result of the project's interventions that have led to positive changes in police-citizen relations?
- What are the empowering elements that are identified in the implementation of the program, through which significant results have been obtained?
- How does DCAF's methodology differentiate us from other similar agencies?

Sustainability

- To what extent has the project learned lessons been learned that have fostered the institutional capacity of the National Police to continue to improve and adapt?
- To what extent can this project be replicated by other agencies and grantees based on the lessons learned from the program?





Gender and Diversity

- What impact has the project had on promoting gender equality and diversity within the National Police, both in terms of representation and policies?

METHODOLOGY

The Evaluation Report should provide evidence-based information that is credible, reliable, and useful. The evaluation is expected to follow a participatory and consultative approach and to triangulate information through document reviews, written correspondence and interviews.

The evaluation should combine several methods of data collection and analysis to gather mainly qualitative evidence. Methods include document reviews, meta-analyses of previous evaluations or reviews, case studies, and open-ended, semi-structured, and in-depth interviews.

The specific design and methodology for the evaluation should emerge from consultations between the evaluators and the DCAF project team on what is appropriate and feasible to fulfill the purpose and answer the evaluation questions, given budget, time, and data constraints. The final methodological approach should be clearly outlined in the Initialization Report and fully discussed and agreed between the DCAF and the evaluators.

DELIVERABLES

1. An **initial report** defining the methodology and timeline of the evaluation. It should include a preliminary list of documents and interviewees, the final set of assessment questions, data collection tools, and sources.
2. A **presentation of the initial findings** shortly before the dissemination of the draft report.
3. A **draft Evaluation Report** of no more than 15 pages (without attachments).
4. The **Final Evaluation Report**.

The structure of the final report will be based on the following sections:

- Executive Summary.
 - Concise background chapter
 - Purpose, scope, and methodology used for the evaluation, including evaluation questions and evaluation criteria, methods, and limits of evaluation.
 - Analysis of the information collected: Findings in response to questions and evaluation criteria.
 - Conclusions, lessons, and recommendations.¹
 - Annexes (terms of reference, list of documents reviewed, list of interviewees, audit trail on how all comments received have been addressed (and not) in the final report).
5. A **presentation** of the main findings of the evaluation.

¹ **Conclusions** should be comprehensive and balanced statements that are well supported by evidence and logically connected to the results of the evaluation. **Lessons should** succinctly specify the context from which they are derived and establish their relevance beyond that context to have broader relevance. **Recommendations** must clearly address a previously mentioned problem, be accurate and workable.





TIME FRAME

The timeline and responsibilities of the evaluation process are tentatively detailed as follows:

ACTIVITY	March 2024	April 2024	May 2024	June 2024
Call for external evaluation				
Evaluation of proposals and selection of the evaluator(s)				
DCAF - Evaluator Interview				
Submission of relevant documents to the evaluator by DCAF				
First review of key project documents and first interviews (evaluator(s))				
Preparation of the initial methodological report: definition of the evaluation objectives and questions, evaluation design, methodology, etc. (evaluator(s))				
Presentation of the draft initial methodological report (evaluator(s))				
Review of the Initial Methodological Report (DCAF)				
Logistical and administrative preparation for data collection (e.g., interviews, focus group interviews, etc.) (evaluator(s))				
Execution of the evaluation with detailed review of written documents, collection of information (conducting interviews, etc.) (evaluator(s))				
DCAF meeting - evaluator(s) at the end of the evaluation				
Analysis of the information and preparation of the draft evaluation report (evaluator(s))				
Presentation of the draft evaluation and review report by DCAF				
Preparation and delivery to DCAF of the final evaluation report in accordance with the observations made by DCAF				





Any delays that may result from events beyond the control of the DCAF and/or the selected evaluator must be mutually communicated and agreed upon.

TARGET AUDIENCE

This evaluation will primarily benefit DCAF, Honduras and COSUDE in assessing the effectiveness of its intervention. The evaluation will also benefit relevant national authorities and institutions, namely the PNH itself, the Secretariat of Security (SEDS), as well as Government and Non-Governmental oversight authorities (e.g., academia, media, CSOs).

Finally, the study will be of benefit to national and international partners, including the Swiss Agency for Development and Cooperation, donors, international NGOs, UN agencies, research institutions and other interested stakeholders. The broad and diverse audience must be considered in the language, content, and tone of the report.

PAYMENT SCHEDULE

1. Payment of 20% at the signing of the contract
2. Payment of 40% upon satisfactory submission of the draft Evaluation Report
3. Payment of 40% upon satisfactory delivery of the final Evaluation Report and submission

REQUIRED SKILLS AND COMPETENCIES

We are looking for an evaluation team composed of at least three people with the following characteristics:

Education: Higher education in areas related to the social sciences, history, law, development cooperation; preferably with continuing education or postgraduate training in topics related to security sector reform and public institutions and/or civil society.

Professional experience: Professional with more than five years of experience in the evaluation of development programs supported by international cooperation. A deep knowledge of the political and social context in Honduras, especially in the institutional and security spheres, will be a plus.

Experience in facilitating participatory evaluation processes, both internal and external, and a mastery of evaluation methodologies and tools are valued. It is imperative to understand the principles of gender equity and human rights.

Outstanding skills include the ability to analyze and synthesize to ensure effective and contextually relevant assessments.

Knowledge and language skills: Proficiency in the Spanish language is essential.





APPLICATION PROCEDURE & DEADLINE

Interested candidates will be required to submit the following documents to prove their qualifications:

1. Curriculum vitae (for each person on the evaluation team)
2. Motivation letter (max. 1 page)
3. Technical Proposal
4. A financial proposal/expense breakdown (max. 1 page)

The application must be [submitted online](#) by 24th March 2024. Only completed applications will be considered.

DCAF is committed to equal opportunity and encourages applications from all qualified candidates, regardless of gender, age, disability, gender identity, religion, or ethnicity.

EVALUATOR ETHICS

Evaluators will be held to the highest ethical standards. Any (potential) conflicts of interest should be reported to DCAF. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders. The evaluator must also ensure the security of the information collected before and after the evaluation. The information, knowledge and data collected in the evaluation process should also be used exclusively for the evaluation.





Annex 1

About the project

DCAF’s support to the police reform process in Honduras at the national and institutional levels through its multi-year Police Advisory Programme, has been a mandate of the Citizen Security Programme of the Swiss Agency for Development and Cooperation (SDC).

The initial phase (2018-2022) of the Police Advisory Program aimed to enhance the institutional integrity and effectiveness of the Secretariat of Security (SEDS) and the Honduran National Police (PNH), emphasizing human rights and meritocracy. Its goal was to bolster the SEDS/PNH's capacity to implement the national strategy in security and justice, aligning with established policies.

Moving into Phase II (2022-2024), the focus shifted to a responsible exit strategy, aiming for a seamless transition that maintains the program's impact and outputs. The objective was to foster institutionalization processes for sustained programmatic investment.

Consequently, the strategic goal during the Exit Phase is defined as follows: "The SEDS/PNH emerges as a professional institution closely connected to the community, serving as a trusted benchmark for respect of human rights and gender."

The impact and expected outcomes and outputs for this Exit Phase are described as follows:

Outcomes and Outputs

IMPACT	The SEDS-PNH is a professional institution close to the community and a benchmark of trust and respect for human rights and gender.
OUTCOMES	OUTPUTS
1. SEDS/HNP institutionalizes governance based on human rights and gender.	1.1 Strategic Planning adjusted/updated according to new institutional policies.
	1.2 Gender policies for HNP and the Directorate of Disciplinary Affairs (DIDADPOL), based on international standards, co-designed and in the process of institutionalization.
	1.3 DIDADPOL personnel trained in topics related to the program to apply to investigation and prevention.
2. The HNP responds to the expectations of the community based on the community policing model.	2.1 The National Community Policing Model (MNSPC) model based on the Confidence Measure is revised and in the process of institutionalization.
	2.2 A Model and Manual for the Use of Force, based on human rights and gender standards, finalized and in the process of institutionalization.





<p>3. The Police Education System is strengthened by enhancing knowledge and improving the police profile with the topics of the program.</p>	<p>3.1 Program topics and approaches are embedded in the police continuing education and they are in process of integration.</p>
	<p>3.2 Supported the process of institutionalization of the Tutoring and Mentoring project in conjunction with other actors.</p>

Activities

During the exit phase, DCAF has supported the HNP in the following processes:

- Support with the updating of strategic planning based on new institutional policies.
- Technical support for the development of institutional gender policies for the Honduran National Police and the Honduran Police Disciplinary Affairs Directorate (DIDADPOL).
- Training of DIDADPOL staff to strengthen investigation and prevention.
- Support with the process of institutionalization of the National Community Police Service Model (MNSPC) based on the Confidence Measure designed by DCAF.
- Support with the process of Institutionalization of the Model and Manual of the Use of Force, based on human rights and gender standards.
- Integration of program topics and approaches into police continuing education. Support with the development of specific police profiles.
- Accompaniment of the process of institutionalization of the Tutoring and Mentoring project in conjunction with other actors.

