



TERMS OF REFERENCE

Baseline Study of “Equipping faith actors and communities to restore hope, build resilience and promote peace for a brighter future in the Great Lakes Region” (HTS)Project

(2025-2028)

Funded by Tearfund Germany

May 2025

1. Introduction

The Terms of Reference provides details on the Baseline study to be conducted for the **“Equipping faith actors and communities to restore hope, build resilience and promote peace for a brighter future in the Great Lakes Region” (HTS)project** and outlines the tasks and deliverables that the successful consultant(s) will undertake.

2. Background

Tearfund is a Christian international aid and development agency working globally to end poverty and injustice, and to restore dignity and hope in the world’s poorest communities. Tearfund operates in more than fifty countries around the world, working with a network of local partners, churches and communities, speaking out on behalf of poor people, campaigning for justice and raising the profile of key poverty issues, as well as building the resilience and capacity of local communities to develop and respond to disasters.

Tearfund in Rwanda, in partnership with **Anglican Diocese of Kigali and the Pentecostal Church of Rwanda (ADEPR)** have successfully secured funding from Tearfund Germany, to implement a 3-year (2025 -2028) project **“Equipping faith actors and communities to restore hope, build resilience and promote peace for a brighter future in the Great Lakes Region”**. The project aims to strengthen peace, resilience and social cohesion in conflict-affected communities of the Great Lakes Region in Rwanda’s case Gasabo and Nyarugenge districts.

The project targets to address tensions, promote community led peace initiatives and foster social cohesion in target communities (ex-prisoners, returnees, internally displaced persons and host communities) and strengthen regional peace building initiatives and peace builders networks.

Project Situation Analysis

Marital and Domestic Conflict

Marital conflict and domestic violence is a primary form of conflict in Rwanda¹². Studies show that the genocide has been a vector for the transmission of violence or other maladapted behaviours from one generation to the next.

Conflict-related sexual violence (rape, forced marriage, genital mutilation, sexual enslavement) does not only affect individual survivors, but entire families and communities, leaving complex intergenerational legacies.

This includes mistaken expectations of marriage, increased separation, divorce, depression, poor communication, and unilateral decision-making within Rwandan families. According to the Rwanda's Demographic and Health Survey 2019/20, 37% of women and girls who are aged between 15-49 had experienced physical, sexual, or psychological violence. The corresponding proportions among men are 30%. The same report indicated that 46% of ever-married women and 18% of ever-married men have experienced spousal, physical, sexual, or emotional violence³. Violence against children is slightly above the regional average – 60 per cent of boys and 37 per cent of girls in Rwanda experience physical violence. Sexual violence rates are also high, with 24 per cent of girls and 10 per cent of boys experiencing sexual violence before age 18⁴. Peacebuilding efforts need to address family relations in order that transmission of trauma, violence and propensities to divisionism do not continue across generations, risking future conflict.

Gender Norms

Studies have shown that periods of conflict can break down gendered barriers between the public and private spheres. The killing of a large number of Rwandan men left behind a population of majority women. This changed gender dynamics such that it led women to engage more in public life, take on their deceased relatives' business and to organise among each other to rebuild their communities.⁵ Politically, gender mainstreaming efforts have been made in Rwanda and women's rights advanced through protective laws (property and inheritance, women's representation in government decision-making bodies, penalty for gender-based violence).⁶ While women have been empowered in the public and political spheres, in their private, domestic sphere, they are still constrained by deeply ingrained prescribed and proscribed gender roles⁷. Moreover, there is a notable rural/urban divide when it comes to cultural codes of conduct for men and women and implementation of protective laws. Rural women often lack decision-making power in the home or protection through unformalised domestic partnerships, and struggle to own or access land. They remain primary caregivers while experiencing significant economic precarity and being underrepresented in decision-making bodies. Patriarchal gender norms affect marital conflict and efforts at peacebuilding; when women are not empowered and depend completely on their husbands, it can cause significant financial strain, conflict and violence. Women also continue to face threat and stigma for reporting cases of gender-based violence.

Reconciliation, Healing and Mental Health

¹ https://journals.lww.com/invn/fulltext/2018/16010/marital_conflict_in_the_aftermath_of_genocide_in_4.aspx

² <https://www.interpeace.org/wp-content/uploads/2020/09/2020-Great-Lakes--Recherche-sur-la-resilience-Exec-Sum-EN.pdf>

³ National Institute of Statistics of Rwanda, Rwanda Demographic and Health Survey 2019/20

⁴ <https://www.unicef.org/rwanda/media/5391/file/Child%20Protection%20in%20Rwanda.pdf>

⁵ Doan L (2010) *Rwandan Women and the 1994 Genocide: The Effect on their Social and Political Roles*. Georgetown University.

⁶ Hunt S (2017) *Rwandan Women Rising*. Durham, NC: Duke University Press.

⁷ Brown S, *Reshaping Gender Norms Post-Genocide Rwanda*, Clark University

Rwanda has been an example to other nations for the reconciliation, healing and peacebuilding efforts that have taken place. However there remains significant need.

The Rwanda Reconciliation Barometer 2020 (RRB) identified unhealed wounds as a barrier to reconciliation, and the need for more healing programmes that include components forgiveness and apology⁸. The Rwanda Mental Health Survey also records high prevalence of mental health disorders nationally (women, 23.2%, men, 16.6%), particularly among genocide survivors (women, 53.3%, men 48.8%)⁹. Women are more affected, with higher rates of disorders such as major depressive episodes and panic disorders are present among women compared to men, and among poorer, illiterate populations than those who are educated. In the project's target districts the rates of mental disorders are: Gasabo 33.8%, Nyarugenge 23.8%, Bugesera 22.2%, Nyamagabe 26%, Musanze 23.9%, Rubavu 19%. Despite the rate of mental health problems, awareness and uptake of mental health services are low. 61.7% of the general population state they are aware of available services, but only 5.3% report using them. Reasons include not understanding that mental health is an issue requiring treatment, lack of money, inability to reach the location of services and fear of stigmatisation. Poor psycho-social health results in hopelessness, anxiety, stigma, thoughts of revenge, shame, depression, and antisocial behaviours. This is true also of Rwanda youth, who are experiencing increased psychological problems in the aftermath of the genocide. The impact of transgenerational trauma, the transmission of memories, attitudes and emotions, can manifest in young people through loneliness, difficulty in trusting others, despondency, lack of interest, academic drop out, alcohol and drug addiction¹⁰. For the descendants of perpetrators there is shame and humiliation of their relative's crimes. Research identifies the need for mental health to be addressed in peacebuilding approaches to be effective in breaking cycles of violence and enabling sustainable peace¹¹.

Release of prisoners

New dynamics also present challenges and a risk to the achievements made so far. Prisoners who have served long sentences for genocidal crimes are continually released back into communities. Statistics from Rwanda Correctional Service show that 16,000 genocide convicts will complete their sentences by 2056. In the next 3 years, 8,810 prisoners will be released. Prisoners returning to communities can cause distress, tension and anxiety among families of genocide survivors and the community in general. Released prisoners also struggle to integrate after so many years in prison; local realities have changed as well as the dynamics of personal relationships. Fear and shame can lead ex-prisoners to self-isolation, and difficulties in finding employment due to lack of skill and stigma can result in poverty and potentially lead to recidivism. Preparatory support is needed to give prisoners a chance of reintegrating well into communities, as well as preparation among families and communities to receive them. The number of prisoners to be released from prisons by 2027 in the project's targeted districts are: Bugesera 530, Nyarugenge 520, Nyamagabe 483, Musanze 43, Rubavu 644.

Project Overview & Target Groups

⁸ Rwanda Reconciliation Barometer, 2020

⁹ <https://bmcpublihealth.biomedcentral.com/articles/10.1186/s12889-022-14165-x>

¹⁰ Biracyaza & Habimana, *Contribution of community-based sociotherapy interventions for the psychological well-being of Rwandan youths born to genocide perpetrators and survivors: analysis of the stories telling of a sociotherapy approach*, BMC Psychology 2020

¹¹ Peace of Mind: Integrating mental health and psychosocial support in reconciliation and violence prevention programmes in Rwanda and Tajikistan (International Alert, 2023)

Tearfund Rwanda in partnership with Anglican Diocese of Kigali and the Pentecostal Church of Rwanda (ADEPR) are implementing HTS Project: **“Equipping faith actors and communities to restore hope, build resilience and promote peace for a brighter future in the Great Lakes Region”**, running between October 2025 and 30th April 2028, funded by Tearfund Germany.

Project Objectives

Overall Objective: To strengthen peace, resilience and social cohesion in conflict-affected communities of the Great Lakes Region.

Specific Objective:

1. To enable local faith actors and communities to address tensions and promote peaceful integration and co-existence in target communities (ex-prisoners, returnees, internally displaced persons and host communities)
2. To strengthen regional peacebuilding initiatives and reinforce networks of peacebuilders

Cross-cutting Specific objective:

To address the issues of gender based violence and gaps, a gender conflict analysis and baseline will be undertaken to inform gender-responsive programming throughout the project to address the specific needs of women and other marginalised groups. Women-led and women’s-rights groups will be stakeholders in baseline key informant interviews, equipped in capacity-building activities for peacebuilding and advocacy, and be key participants in national and regional peacebuilding platforms. The youth will be part of the project given their importance for sustainable peace in the region.

Project result framework

Goal	
To strengthen peace, resilience and social cohesion in conflict-affected communities of the Great Lakes Region	
OUTCOMES	Outcome indicators
Outcome 1. Target faith actors and communities are able to address tensions, promote community led peace initiatives and foster social cohesion in target communities (ex-prisoners, returnees, internally displaced persons)	OI 1.1 Number of faith leaders/denominations empowered, equipped and driving change in their communities and societies in response to issues/drivers of conflict. Disaggregated by denomination/faith group

and host communities)	OI 1.2 Percentage of people who have heard faith leaders in their community teaching in support of peace and justice. Disaggregated by gender, age group, other relevant social identity marker
	OI 1.3. % of people having access to diverse social networks to support them in times of difficulty
	OI 1.4. % of people in the community feeling that they have a good number of close relationships that feel deeply meaningful to them
	OI 1.5. % of communities where people profess trust in those from other groups (IDPs, returnees, ex-prisoners, host communities)
Outcome 2. Regional peacebuilding initiatives and peacebuilders' networks strengthened	OI 2.1. # of cross border peacebuilding initiatives engaged in the Great Lakes region
	OI 2.2. # of national and regional peacebuilding networks set up/strengthened and still alive
OUTPUTS	Output Indicators
Output 1.1.Strengthened capacities of faith and community leaders on conflict transformation , peacebuilding theologies and advocacy in target communities.	Number of faith leaders trained on Reconciled, Peace-filled Societies related skills (disaggregated by type of training: peacebuilding, gender, trauma healing, advocacy etc. as well as by faith)
	# of local churches and communities empowered, equipped and driving change in response to drivers of conflicts
Output 1.2. Peaceful cohabitation among released prisoners/returnees/IDP and host communities facilitated/established	% of host community members demonstrating an improvement in relationships with released prisoners/returnees/IDP as part of the community and continuing life with them peaceably
	% of released prisoners/returnees/IDP reporting that they feel safe and protected among the host communities
	# of local individuals and peace champions (disaggregated by type of actor: host community members/released prisoners/returnees/IDP) trained on peacebuilding approaches (conflict transformation, advocacy, trauma healing,...)

Output 1.3. Reduced gender based violence in target communities	% of people that have recovered from suffering physical violence in the last year, following Tearfund's actions
	# of local individuals and gender champions trained on gender related topics (transforming masculinities, referrals,..) in the project target areas
Output 2.1. Provincial platforms of peacemakers created/revitalised and strengthened	# of inter-regional platforms of faith leaders networks set up and still active
	# of local peacebuilding networks set up and still active
Output 2.2. Inter-regional peace initiatives of peacemakers facilitated.	# of inter-regional platforms of faith leaders networks facilitated

3. Objectives of the baseline study

The **Overall Objective** is to provide a situation analysis at the start of the project activities, confirm indicators and targets, and establish baseline values for all performance indicators. The baseline study will lay the foundation for regular monitoring to measure progress against the output, outcome and impact indicators and provide a basis for mid-term and end line evaluation of the project. . This will enable the project team to assess implementation progress and achievements, identify gaps and areas of improvements as well as document lessons learnt and best practices. **The baseline will comprise a gender-specific knowledge, attitudes, and practices (KAP) survey** on strengthened peace, resilience and social cohesion in conflict-affected communities.

Taking all of this into account, Tearfund is looking to recruit a consultant/firm who will be responsible for the design of the baseline assessment framework, lead and coordinate data collection including report writing.

Specific objectives of the study

During the baseline study the focus will be:

- Assess and validate the appropriateness of the project's performance indicators and targets related to peacebuilding, social cohesion, and resilience, ensuring alignment with the project's overall goal of equipping faith actors and communities to restore hope and promote peace in the Great Lakes Region.
- Establish baseline values and information for all project indicators to facilitate regular monitoring. This will include indicators on community trust, interfaith collaboration,

conflict sensitivity, psychosocial well-being, participation of youth and women, and community-led peacebuilding initiatives.

- Examine the knowledge, attitudes, behaviours, and practices of faith actors and community members regarding peacebuilding, reconciliation, trauma healing, and resilience — with attention to gender, age, and faith diversity.
- Identify existing structures, entry points, and opportunities for faith-based and community-led initiatives that foster hope, healing, and peaceful coexistence within and across communities.
- Provide a situational analysis documenting the current peace and resilience context in the target areas, including existing interfaith platforms, community dialogue mechanisms, policy and institutional frameworks, and key challenges affecting social cohesion.
- Assess and validate the project's theory of change and key assumptions, particularly regarding how faith-based engagement can effectively contribute to restoring hope, strengthening resilience, and sustaining peace in the Great Lakes Region.
- Assess and rank contextual and programmatic risks that may affect faith-based peacebuilding — including political, social, or environmental risks — and recommend strategies for risk mitigation and adaptive programming.
- Assess the project's monitoring and learning needs, identifying appropriate methodologies and tools to track changes in peacebuilding, resilience, and faith collaboration indicators throughout implementation.
- Examine levels of inclusion, participation, and empowerment among different community groups (men, women, youth, and minority faiths), and explore the availability of social, spiritual, and economic support systems that contribute to sustainable peace and community resilience.
- Provide recommendations for refining project strategies, partnerships, and interventions to enhance the role of faith actors and communities in promoting reconciliation, inclusive development, and long-term stability in the Great Lakes Region.

4. Scope of the study

The baseline study will be conducted in 2 Districts in Kigali City Province where the HTS project will be implemented, which are Gasabo and Nyarugenge to strengthen peace, resilience and social cohesion. The project targets Local Church leaders, community champions and members, national level faith leaders, ex-prisoners, inmates and survivors of the Genocide against the Tutsi by providing localised approach to conflict mitigation and develop plans and support depending on the needs identified in the community, for example whether that is related to the reintegration of a number of prisoners, livelihoods support needed for survivors, issues related to land or efforts to support youth. Community Champions will also facilitate Transforming Masculinities approaches to address family and marriage related conflict, aiming to prevent gender based violence, support women's empowerment and improve family dynamics.

To collect the baseline benchmark it will be necessary to collect information from a variety of people, including those who will benefit from the project, community leaders, faith leaders both national and local, ex-prisoners and survivors.

The project's target groups include:

- 1500 participants, these will include ,Genocide survivors, Genocide Perpetrators, women and host community and local faith leaders in Gasabo district spearheaded by the Pentecostal Church of Rwanda (ADEPR)

- 100 participants from Nyarugenge district spearheaded by EAR- Anglican Diocese of Kigali

5. Approach and Methodology

The Baseline study will adopt a consultative and participatory approach, using both quantitative and qualitative methods of enquiry to facilitate data collection, analysis and triangulation of data. The baseline will focus on gathering data against the results framework indicators, and the sampling for primary data collection should be statistically representative of the target population. The methodology will include but not be limited to secondary data review and primary data collection, participatory methods such as door to door/ community dialogues, focus group discussions, key informant interviews with core stakeholders and observation during field visits. The study should apply a research methodology that is gender and youth sensitive and use data tools that enhance the reliability of data collected.

The following procedural steps will be followed to conduct the study;

- A project briefing meeting with Tearfund Rwanda, ADEPR and Kigali Diocese to kick-start the baseline study process and discuss how the quantitative methods will be applied.
- Preparation of an inception report detailing the Baseline study methodology, the sampling techniques, schedule of activities, and budget.
- Desk review of relevant project documents - project proposal, and various sector documents for secondary data collection and analysis.
- Primary data collection and analysis - this will include individual interviews/ questionnaires, Focus Group Discussions and Key Informant Interviews with target beneficiaries etc.
- Submission of draft baseline report to Tearfund and partner for review and feedback.
- Debriefing meeting with Tearfund and Partner to present the findings of the baseline, and discuss emerging issues and recommendations from the findings.
- Validation workshops with key project stakeholders to validate the study findings and facilitate the preparation of the final evaluation report
- Submission of the final report incorporating feedback from all the stakeholders.

6. Assignment timeline

The baseline study will be conducted over the period of **35 working days** between **November and December 2025**. The detailed calendar for the assignment will be agreed upon with the consultant(s).

7. Ethics and safeguarding of project beneficiaries.

The consultants undertaking the baseline study are responsible for safeguarding and ensuring ethics at all stages of the study (preparation and design, data collection, data analysis, reporting and dissemination). This will include, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants and ensuring fair recruitment of participants (including women and other vulnerable groups). Tearfund's Safeguarding and Anti- Fraud policies will be annexed to the consultancy contacts.

Consultants are responsible for managing any potential ethical risks and issues and must put in place, in consultation with the Tearfund HTS Project Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the study. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

The consultant(s) are required to set out their approach to ensuring complete compliance with international good practice with regards to research ethics and protocols. **The consultant must show how they will comply with the Rwanda data privacy and protection law.**

Baseline ToR – November 2025

8. Governance and Accountability

8.1. Responsibility of the consultant/firm

The consultant(s) will have the following responsibilities;

- Preparation of the relevant study documentation - Inception report, data collection tools, draft and final reports for review by Tearfund and project partners.
- Conducting the field data collection activities - recruitment and training of enumerators, supervision of data collection, cleaning and analysis.
- The consultant shall be liable for ethical procedures including obtaining informed consent from respondents
- Preparation of presentation for the inception and validation meetings to facilitate discussions.
- Direct supervision of the study team ensuring the compliance to stipulated ethics and safeguarding policies
- Finalization of the study as per the agreed timelines, and quality considerations (Final inception and baseline study report).
- All documents and data collected will be treated as confidential and used solely to facilitate analysis.

8.2. Responsibility of Tearfund

Tearfund will have the following responsibilities to facilitate the consultant(s) to execute the assignment in the agreed timelines and quality;

- Hold an inception meeting between the consultant, Tearfund and the project partners (Anglican dioceses of Kigali and the Pentecostal Church of Rwanda (ADEPR)).
- Share with the consultant(s) all the relevant project documents for the study.
- Review and provide approval to the study inception report and data collection procedures and tools.
- Overall data quality control and technical review report
- Facilitate acquisition of relevant approvals for the study - this is limited to the provision of supporting letters.
- Review and facilitate the compilation of feedback for project partners and key stakeholders on the draft report.
- Organise a validation workshop with key project stakeholders
- Approve draft and final report
- Execute timely disbursement of funds to the consultant upon the delivery of specific deliverables.

9. Deliverables

The consultant (s) is expected to provide the following:

1. An inception report (maximum 15 pages excluding annexes) including:
 - a. Research methodology including the technical approach, sampling methodology and the analysis framework.
 - b. Draft data collection tools and protocols
 - c. Data analysis plan

- d. A detailed work plan outlining all tasks to be completed by each of the proposed consultant team members for the duration of the baseline.
 - e. Ethical approach, quality control plan, limitations to the study design and mitigation strategies, enumerator training plan,
2. Draft baseline study report - including the following sections
 - a. Cover page: Title page with date, logos, consultant name
 - b. Executive Summary : a brief of maximum two pages with description of the methodologies, main findings, conclusions, and recommendations. A third page will contain specific information from the gendered KAP analysis on peace-building.
 - c. Introduction/ Background
 - d. Objectives of the baseline study
 - e. Study methodology - reflecting the link to the ToR and justification for any deviation from the ToR
 - f. Analysis of the findings including a separate section for findings concerning the gendered KAP analysis on peace building
 - g. Baseline values against the Log frame milestones
 - h. Conclusion
 - i. Recommendations (specific, actionable and prioritized)
 - j. Annexes - including ToRs, data collection tools, good quality photos, list of interviewees (Households, KIIs, ..), list of sampled SHGs and respective sectors, cell and villages and list of all data sources referenced in the report.
3. Validation workshop/meeting
4. Final baseline study report incorporating feedback from all stakeholders in editable format (MS Word/ google doc) in English
5. Raw and cleaned data collected during the baseline study as well as all syntaxes and output files reflecting the analysis conducted.
6. Updated Logframe with all the baseline values for the indicators and adjusted targets where applicable.
7. Summary of the baseline report (maximum 5 pages)

10. Qualification and required experience for the assignment

The assignment team should comprise of a team leader and team members with the following key qualification and experience;

- The lead consultant should have a master's degree demonstrating thematic and/or research qualifications and a significant working experience in evaluating/implementing development projects related to Peace-building , International Development, Community development, Sociology, Political Science (experience of the Rwanda context will be an advantage)
- Strong experience in action research, and conducting surveys demonstrated through expertise in designing methodology, data collection tools and experience in leading similar studies
- Prior experience in conducting baseline studies, impact assessments, or research related to Peace-building , International Development, Community development, Sociology, Political Science or similar areas in Rwanda is strongly recommended. Copies of certificate of completion for three most similar tasks are desirable.
- Relevant subject matter knowledge and experience: knowledge and experience required on conducting research with faith leaders, vulnerable groups, the peace-building sector, disability, gender equality and social inclusion to ensure that the evaluation design and

research methods are as relevant and meaningful as possible given the aims and objectives of the project and the context in which it is being delivered.

- Strong skills in quantitative and qualitative data collection, data analysis and report writing,
- Statistical analysis: a range of statistical modelling and analysis of impact data; highly proficient user of: SPSS or STATA; and qualitative data analysis techniques.
- The team should be multi-disciplinary and include members with an appropriate balance of expertise and practical knowledge Peace-building , International Development, Community development, Sociology, Political Science , and cross-cutting issues such as youth/gender mainstreaming.
- Team members should ideally have a minimum of 5 years' experience in their respective area of expertise.

11. Applications process

- Cover Letter expressing interest and suitability for the assignment
- Technical and financial proposal indicating Evaluation approach, methodology, sampling techniques, workplan, proposed team and budget in **Rwandan francs**. The proposed budget should be prepared using following template:

ITEM	ITEM DESCRIPTION	UNIT PRICE	NO. OF UNIT	TOTAL

- Detailed Curriculum Vitae of the proposed team to carry out the assignment with clear roles and functions and 3 referees with their contacts and addresses. N.B:The proposed team must be available for the duration of the assignment; otherwise, a change of team afterward may result in contract termination.
- Evidence of the consultant's experience in doing similar assignments: At least 3 Copies of similar assignments reports and their Certificate of good completion
- Valid Tax Clearance Certificate provided by RRA and RSSB certificate in case you are applying as a consulting firm

10. Application deadline

Applications should be submitted by **17:00 CAT on 13th November 2025** to Tearfund Rwanda through the following email: rwanda-procurement@tearfund.org with mention of "Consultancy to conduct a baseline evaluation for HTS project" in the subject line.

Applications will be assessed based on the technical quality (50%), team experts (20%) and the proposed budget / value for money (30%). For technical quality, the following will be considered: Experience and qualifications of bidder/team; strength of proposed methodology; work plan and schedule of activities.

Tearfund reserves the right to negotiate the timeline and budget with the bidder before offering a contract.

Note: Late, incomplete and hard copies applications will not be considered.

Baseline ToR – November 2025

Kigali, November 05th, 2025.