



THE **POWER**  
**OF DIALOGUE**  
CONSORTIUM

Terms of Reference  
Mid-Term Review





## 1- Introduction

This document outlines the Terms of Reference for the Mid-Term Review (MTR) of the Power of Dialogue (PoD) programme, implemented under the 2021-2025 Strategic Partnership with the Netherlands Ministry of Foreign Affairs (MFA), within the framework of the 'Power of Voices' (PoV) grant instrument. The programme, which is implemented in 15 countries and includes regional and global components, carries the ultimate goal of 'contributing to peaceful democratic space, and inclusive, responsive and representative political decision-making at all levels'.

The PoD Consortium consists of four organizations, each bringing unique knowledge, networks and skills to the programme. Together, the Consortium Partners have broad experience in strengthening the capacities of political and civic actors to lobby and advocate for inclusive decision-making. The four Consortium Partners are:

**Akina Mama wa Afrika (AMwA)** is a feminist pan-African Civil Society Organization (CSO) with headquarters in Uganda, which has a strong track record in women's political empowerment and promotes a progressive women's development agenda in Africa. Its African Women's Leadership Institute (AWLI) enhances the capacity of African women to participate in leadership and decision-making. AMwA boasts a strong network of alumni (AMwAzons) across Africa, who challenge different systems of oppression (racial, patriarchal, capitalist) and all the different ways they manifest oppression.

**The Centre for Mediterranean and International Studies (CEMI)** based in Tunisia, has a strong track record of supporting young leaders in Tunisia and the MENA region to engage in dialogue and to address challenges in political transition. In addition, through the Tunis School of Politics (TSoP), CEMI builds capacities of political actors, especially young and emerging leaders, to take on new democratic roles.

**The Gorée Institute (GORIN)** is a pan-African CSO based in Senegal, with a strong presence in the Sahel. GORIN's mission is to contribute to peaceful and self-resilient societies in Africa; strengthen political dialogue for peaceful conflict resolution; and contribute to the consolidation of democratic processes and institutions. GORIN achieves its mission through research and programme interventions, and works to build the capacities of regional and sub-regional organizations of African citizens and civil society.

**The Netherlands Institute for Multiparty Democracy (NIMD)** strives to promote peaceful, just and inclusive politics worldwide through programmes and initiatives designed to strengthen democratic systems and bring people together across divides. NIMD passionately believes that inclusive democracy is the only system capable of serving the interests of all, and helps achieve this goal by working with political actors to ensure they are genuinely responsive to the needs of their citizens.



## 2- Partnership goals

The PoD programme is centered around **capacity strengthening for aspiring women and young leaders**. This capacity strengthening empowers them to effectively influence and participate in political processes that respect and promote democratic norms and values. Women and youth empowerment are therefore key themes of the programme.

Both civic and political actors are central to the programme, as both groups have complementary roles to play. While civic actors legitimately advocate for the needs of people, political actors need to be responsive and accountable to the people. Since women- and youth-led groups are not always organized in a traditional, institutionalized way, the Consortium makes a deliberate choice to also work with these emerging groups and equip them to take up their leadership and influencing roles.

### **Objectives and ways of working**

The PoD Consortium's ultimate goal is **'to contribute to peaceful democratic space, and inclusive, responsive and representative political decision-making at all levels.'** The programme specifically focuses on aspiring young and women leaders as change agents for inclusive political systems and peaceful political change. These leaders need concrete support to enter into the political system and exercise their right to influence decision-making.

The Consortium strongly believes that it is equally critical to connect young and women leaders to other civic and political actors, and foster broad and legitimate alliances between both well established and less established actors. Such alliances can help leaders push for their right to influence and participate in decision-making spaces. Furthermore, the programme places emphasis on the need to construct enabling environments that are responsive to the needs of women, young people and other excluded groups. As part of this, as the Consortium strives to stimulate dialogue, protect human rights, and facilitate inclusive politics locally, nationally and internationally.

Two key principles inform the programme, namely complementarity and continuity. Complementarity between Consortium partners is at the heart of our ToC, in particular regarding youth and women's political inclusion, conflict prevention and peacebuilding, and regional/international Lobby and Advocacy (L&A). The second principle is continuity. Because transformational change processes take time to mature, the Consortium finds it critical to enable existing programme partners to further deepen and sustain their programmatic impact, within the limitations of the policy framework.

### **Geographical focus**



The Consortium works in the following regions: **Sahel** (Burkina Faso, Mali, Niger and Senegal), the **Horn of Africa** (Ethiopia, Uganda, Kenya, Sudan), the **Middle East and North Africa** (Tunisia, Jordan, Iraq), **Central and Latin America** (Guatemala and Colombia), **Southern Africa** (Mozambique) and **Asia** (Myanmar).

### **Partnership structure**

At the Consortium level, the PoD Steering Committee, composed of at least one member of each Consortium partner, is the highest decision-making body, in charge of overall focus and strategic steering of the programme. The Steering Committee, in which the Consortium Partners participate on an equal basis, controls the administrative and methodological aspects of the programme; monitors and evaluates the programme phases in terms of planned objectives and correspondence with the (Multi-)Annual Plan; and intervenes to resolve any possible problems. The day-to-day management of the programme is ensured by the PoD Programme Management Team.

As Lead Partner, NIMD carries out extra roles and responsibilities within the Consortium, such as being accountable to the MFA. NIMD is responsible for:

- Overall contract management for the programme
- Maintaining the partner network
- Monitoring the coherence of the implementation and execution of the (multi-)annual plans
- Ensuring compliance with IATI standards
- Hosting the PoD Secretariat

The PoD Consortium has more than a grantor/grantee relationship with the MFA. In cooperation with the MFA, and its departments and embassies, the Consortium aims to achieve a jointly defined strategic goal. Through consultation and cooperation, the Consortium has aimed to align its objectives specifically with the MFA's Departments for Social Development and for Stability and Humanitarian aid, as well as with the embassies in countries where the programme is implemented.

## **3- Theory of Change**

To support inclusive political systems and enable peaceful political change, it is critical to **invest in aspiring young and women leaders**. They need concrete support to participate and exercise their right to influence decision making. It is equally critical to connect them to other civic and political actors, and **foster broad and legitimate alliances** that can push for these rights. Working in these contexts also means **constructing enabling and democratic environments** that are responsive to the needs of women, young people and other excluded groups, and stimulate dialogue; protect human rights; and facilitate participatory and inclusive politics locally, nationally and internationally. Our **ultimate goal** is therefore to: contribute to



peaceful democratic space, and inclusive, responsive and representative political decision-making at all levels. Our underlying **strategic programme objective** is: political and civic actors collaborate, influence and participate in legitimate, transparent and accountable political processes.

The PoD's programme ToC is then built on four long-term outcome that contribute to that strategic programme objective:

### **Outcome 1 The Consortium, partner networks and local civil society organizations are effective enablers of change**

CSO **capacity strengthening** is a pivotal enabler for our other outcomes. Consortium partners will strengthen each other, our partner networks and local CSOs by capitalizing on **complementarity**. Each PoD Consortium partner has unique expertise in complementary areas, gained through in-country and regional experiences. Through the transferal of this expertise, each Consortium partner, as well as partner networks and local CSOs, will benefit from the cooperation under the PoD programme. In addition, the PoD Consortium will engage in joint **lobby and advocacy** at all levels to amplify each other's voices and create a greater impact.

### **Outcome 2 Aspiring young and women political and civic leaders are influential actors of change**

Investing in aspiring **young and women leaders** is crucial, both to **fulfil their civil and political rights** and catalyze their **ability to spur political change**. The heterogeneity of women and youth demographics means it is important to further develop their capacities to lobby and advocate for their diverse political goals and rights as legitimate leaders. Therefore, this pathway focuses on further developing aspiring young and women leaders' capacities, so that they can **participate in, influence and shape all types of decision-making spaces, whether they are created, invited or closed**.<sup>1</sup>

### **Outcome 3 Political and civic actors collaborate peacefully on the basis of trust**

Peaceful political contestation and change becomes possible when civic and political actors **overcome existing barriers to collective action** (i.e. grievances and root causes of exclusion and conflict) and form legitimate coalitions with sufficient power and sustainability.<sup>2</sup> However, not all actors have the same access to spaces where such coalitions can be built. As such, this pathway focuses not only on **facilitating and enabling trust-building and collaboration** between civic and political actors. It also ensures shared access for all civic and political actors to *created, invited and closed* political spaces. We will work to **create new and inclusive spaces**, and use

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<sup>1</sup> [https://www.powercube.net/wp-content/uploads/2009/12/finding\\_spaces\\_for\\_change.pdf](https://www.powercube.net/wp-content/uploads/2009/12/finding_spaces_for_change.pdf)

<sup>2</sup> <https://www.dlprog.org/publications/research-papers/inside-the-black-box-of-political-will-10-years-of-findings-from-the-developmental-leadership-program>



our networks to **enable access to invited and closed** spaces for civic and political actors, particularly for women, youth and other marginalized groups.

#### **Outcome 4 Political and civic actors strengthen democratic space**

An open **civic space** and strong **democratic rules** are crucial in shaping enabling environments. Such environments allows civic and political actors to **collaborate and advocate most effectively** for the interests of their constituents' and the general public's. However, recent years have seen civic space shrinking and democratic systems weakening. The COVID-19 crisis is accelerating this trend. This is why the **efforts of civic and political actors** to strengthen democratic space are more important than ever. We define **democratic space** as the extent to which human rights, the rule of law, inclusive political participation, civic space, and transition of power through elections are protected. In each of the countries that the Consortium works in, different aspects of civic space or democratic rules need to be supported in order to contribute to **halting the democratic backslide** seen across the globe (see Annex 1 of a visual representation of the full ToC of PoD).

### **4- Purpose and objective of the Mid-Term Review**

The purpose of the Midterm Review (MTR) is to generate insight into the implementation of interventions and the achievement of (intermediate) outcome results in PoD for the period of 2021 – mid 2023. The evaluation is therefore primarily geared towards learning and steering. More specifically, as is elaborated further below through the preliminary list of evaluation questions, the MTR will have dual objectives:

- Assess programmatic aspects related to: Theory of Change, context analysis and risk analysis (including SEAH, fraud and corruption), achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators, cross-cutting themes (gender, youth, climate), challenges, lessons learned and good practices and, sustainability;
- Assess the partnership aspects related to: Leading from the south/localization, partnership with the Ministry and the Embassies, lessons learned and good practices.

The review should develop recommendations resulting from the findings and conclusions that can help further operationalize PoD's programme strategies and priorities for the remainder of the PoD period (mid-2023-2025). The review will be conducted by an external team, but in close cooperation and consultation with the PoD Consortium Partners, NIMD country offices and implementing partners. The final MTR report will be submitted to the PoD Consortium's donor, the NL MFA, by 1 November 2023.



## 5- Preliminary evaluation questions for the Mid-Term Review

### 1. **Theory of Change, context analysis, and risk analysis**

- 1.1 To what extent is the overall programme ToC guiding in the programme's delivery, and what can be said about its quality and validity at mid-term?
- 1.2 To what extent are country level-ToCs appropriate adaptations of the overall programme ToC, and how relevant are country-level ToCs to guiding in-country programmes?
- 1.3 To what extent are the actors targeted in the ToCs sufficiently concrete (civic and political actors, youth and women leaders, international actors)? Are there similarities in targeting across different contexts?
- 1.4 How are programme adaptations being made to the country ToCs, in response to contextual changes, risk analyses, assumption changes, or programme implementation monitoring, especially in contexts of conflict or where democracy is backsliding?

### 2. **Achievements to date on the intermediate and outcome level**

- 2.1 What have been the main (intermediate) outcome results achieved at mid-term in relation to the following (1) the **Consortium, partner networks and local civil society** organizations are effective enablers of change, (2) **aspiring young and women political and civic leaders** are influential actors of change, (3) **Political and civic actors collaborate** peacefully on the basis of trust, and (4) **Political and civic actors strengthen democratic space**, as set out in the PoD Multi-Annual Programme Plan? What can be said about the sustainability of these results?
- 2.2 What can be said about the relationship of intermediate outcome results achieved to the higher-level programme outcomes in terms of plausible contribution?
- 2.3 Which of the programme interventions appear to be particularly effective in producing anticipated intermediate outcomes, and are most likely to contribute to programme outcomes?

### 3. **Partnership collaboration**

- 3.1 To what extent has collaboration between the different Consortium Partners created added value in programme countries or regional programmes (Uganda, Sahel)? To what extent is collaboration with other partners - outside the PoD Consortium - taking place in programme countries, including with other SCS partnerships, and what has been the added value of those collaborations?
- 3.2 What have been the strengths and weaknesses of the Partnership in terms of the organizational aspects of programme delivery?



3.3 What has been the added value of the Ministry of Foreign Affairs (MFA), and separately, of its embassies, to the Partnership? And what is the value added of this Partnership to the MFA?

#### **4. Challenges, lessons learned and good practices**

4.1 How have power imbalances in the Partnership been addressed, and how is Leading from the South/localization being advanced in the Partnership? To what extent are the PoD Consortium Partners, local partners and other PoD actors making progress on their diversity and feminist leadership agendas?

4.2 What are the main challenges, lessons learned and good practices emerging regarding the Partnership collaboration?

4.3 What are the main challenges, lessons learned and good practices emerging regarding the implementation of programme interventions? What substantive learning can be drawn from the programme implementation to date in terms of assumptions held and evidence gaps emerging around the relevance and effectiveness of interventions?

4.4 What are the main challenges, lessons learned and good practices emerging regarding the monitoring of programme interventions, especially interventions aimed at mutual capacity building under Outcome 1, and capacity building through training and education under Outcome 2? To what extent are the monitoring and reporting system and requirements useful for learning and strategic policy-level exchange within the Partnership?

4.5 Is there evidence that recommendations from previous evaluations of Consortium Partners are being followed-up and there is learning from evaluations and reviews?

## **6- Proposed methodology**

A team of external consultants will be selected to conduct the review through a restricted request for bids published in November 2022. The Mid-Term Review will be conducted through:

1. Desk study of available general documentation on the SCS and PoV framework;
2. In-depth analysis of PoD's Multi-annual Programme Plan, inception report, baseline reports, annual plans, annual reports;
3. Interviews with PoD Steering Committee members;
4. Grouped interviews with PoD Consortium management staff (PoD Programme Management Team, PoD Secretariat);
5. Grouped interviews with PoD Programme Advisors and Managers of Consortium Partners;
6. Grouped interviews with Directors and PoD Programme Coordinators at country partners/country offices;



7. Interviews with partners and stakeholders in PoD programme countries;
8. Grouped interview with selected MFA staff (including from embassies) on the Strategic Partnership;
9. Selective field visits to triangulate key review findings and interview programme participants as appropriate and within budget. Programme-country-level data collection is foreseen in those countries where the partnership cooperation is most salient (eg in Mali, Uganda or Kenya, ...).

An inception report containing a detailed evaluation matrix - including the full list of specific evaluation questions and how they will be answered - and workplan is expected to be handed in by 1 May, in order to ensure that the MTR final report be finalized by 1 October 2023. The Dutch MFA "Extra Information on the SCS MTRs" should be followed. The final report should be delivered in accordance with the UNEG Quality Checklist for Evaluation Reports.<sup>3</sup>

## 7- Deliverables and timeframe

<b>Deliverable</b>	<b>Tentative due date</b>
<ul style="list-style-type: none"><li>• Proposals due</li><li>• Proposal selected</li><li>• Inception report</li><li>• First draft</li><li>• Final draft</li><li>• Presentation for session for PoD staff</li></ul>	<ul style="list-style-type: none"><li>• 1 February 2023</li><li>• 1 March 2023</li><li>• 1 May 2023</li><li>• 1 September 2023</li><li>• 1 October 2023</li><li>• 1 November 2023</li></ul>

## 8- Budget

A maximum budget of € 70.000 (ex VAT) is available for the Mid-Term Review to be covered from the PoD subsidy of the Netherlands Ministry of Foreign Affairs, Global Programme's PME Budget.

## 9- MTR team profile

The MTR will be implemented by a team drawn from an independent firm or organization, with extensive experience in reviewing and evaluating democracy and governance assistance programmes, expertise in political party work, youth and women's political leadership development, political dialogue and peacebuilding, and partnership development. The evaluation team should consist of at least two and

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<sup>3</sup> <http://www.uneval.org/document/detail/607>



maximum three persons. The following skills and areas of expertise should be represented in the team:

- Extensive experience in process and performance evaluations of democracy assistance or political empowerment programmes;
- Experience with Outcome Harvesting and other participative monitoring methods;
- Specialist knowledge on democratization and political inclusion processes in developing countries;
- Knowledge of, and experience in, working in some of the countries of the PoD programme;
- Proven experience in cooperation with political actors, youth and women's movements, as well as experience in democracy assistance programmes and political-system-change in developing countries;
- Knowledge on institutional development and capacity development, both generally and in relation to democratization support
- Proven experience in using remote data collection methods and online meeting and workshop facilitation applications (e.g. Zoom, Teams, Mural, Plektica or equivalent);
- Access to a network of national evaluation consultants working in the Global South;
- Excellent report writing skills, including of thematic case studies;
- Excellent English language skills; with proficiency in French and Spanish being a strong advantage.

The team leader is also required to have a proven track record in managing evaluations of large multi-site multi-year programmes, preferably including partnership evaluations.

## 10- MTR Steering Committee

An MTR Steering Committee has been established to coordinate the review on behalf of the PoD. This Committee, led by the NIMD MEL Advisor, will be the first line of contact with the MTR team leader. The Steering Committee includes:

- Nic van der Jagt, MEL Advisor, NIMD
- Antoine Brasset, PoD Coordinator, NIMD
- Jos Winters, PME Officer, NIMD
- Nyakato Bitamisi, PME Focal Point, Akina Mama wa Afrika
- Koassi Akakpo, PME Focal Point, Gorée Institute
- Bochra Benabid PME Focal Point, CEMI
- Wouter Biesterbos, Netherlands Ministry of Foreign Affairs, DSH



## 11- Use of the Mid-Term Review

In view of the stated objectives of this review, the intended use of the report is the following:

- For PoD management and PoD Consortium staff to be able to steer and learn from programmes
- For country partners and offices to strengthen the interventions within the PoD programme
- For the Ministry of Foreign Affairs to use as input for learning on PoV as a funding instrument
- For the MFA to gain a good overview of the relevance and effectiveness of the PoD programme interventions at mid-term

In order to ensure a proper follow-up once the Mid-Term Review Report is available, a meeting of the PoD Steering Committee in order should be scheduled to discuss the draft MTR Report (before 1 November 2023).

## 12- Preliminary list of documents to be consulted

- PoD Multi-Annual Programme document, baseline and inception studies, annual plans and annual reports 2021-2023
- Partner narrative and financial reports, M&E plans, contracts and correspondence with NIMD
- Consortium Partners' institutional planning and reporting documents, and evaluations
- PoD Consortium agreements and documents, and PoD Steering Committee communications
- Knowledge publications under PoD, including the research on power imbalances
- NL MFA's Strengthening Civil Society tender documents, incl. ToC and indicator framework
- Previous evaluation reports of Consortium Partners' programmes, in particular of NIMD's Strategic Partnership Dialogue and Dissent and Dialogue for Stability programmes with the NL MFA
- NL MFA document "Extra information on the SCS MTRs"

## 13- Tender Procedure

NIMD is launching a restricted request for bids to conduct the Mid-Term Review. The MTR process should be concluded before 1 of November 2023.



Bidders are requested to prepare a Technical and Financial Proposal in response to these Terms of Reference. The bid should be addressed to Nic van der Jagt, MEL Advisor, NIMD at [nicvanderjagt@nimd.org](mailto:nicvanderjagt@nimd.org). Bidders may request a copy of the PoD Programme document and the PoD Baseline and Inception Report as an input to their proposal preparations. The proposal is to be structured as follows:

Part 1: Your technical proposal, including:

- Understanding of the Terms of Reference
- Evaluation process and methods, including a proposed Evaluation Matrix
- Time schedule
- Evaluation team, CVs, track record

Part 2: Your financial proposal

- Budget, including breakdown of work effort

NIMD's Management, on behalf of the PoD Programme Management Team, will award a contract to the successful bidder, in consultation with the MTR Steering Committee. The PoD Programme Management Team will approve the Mid-Term Review report, and may include its comments to the Mid-Term Review Report as an annex to the final MTR report.



# Annex 1

## THEORY OF CHANGE VISUAL POWER OF DIALOGUE CONSORTIUM

