



# Terms of Reference

Mid-Term Review

LEAP4Peace Consortium





# 1. Introduction

This document outlines the terms of reference for the Mid-Term Review (MTR) of the Strategic Partnership between the Women's Leadership and Participation for Peace (LEAP4Peace) Consortium and The Netherlands Ministry of Foreign Affairs (MFA).. This Strategic Partnership is being implemented between 2021 and 2025, and is funded within the SDG 5 Fund, under the grant instrument for Women, Peace and Security

The programme is implemented in 3 countries, Burundi, Colombia and Myanmar, and includes an international lobby and advocacy component. The strategic objective of LEAP4Peace is to contribute to "a conducive environment for women's full and meaningful inclusion in political and decision-making processes to sustain peace".

The LEAP4Peace Consortium is composed of the Netherlands Institute for Multiparty Democracy (NIMD), the Burundi Leadership Training Programme (BLTP), the Gender Equality Network (GEN) and the Gender Action for Peace and Security (GAPS). Each of the members of the LEAP4Peace Consortium brings unique knowledge, network and skills on women's participation in politics and peace, gender equality, women, peace and security advocacy and women's rights.

## The Netherlands Institute for Multiparty Democracy (NIMD)

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.

Headquartered in The Hague, the Netherlands, NIMD has been active since 2000, working on democratization, inclusion and dialogue programmes in over 30 different countries around the world. NIMD has experience in implementing large multiannual multi-country programmes aimed at capacity building of CSOs, facilitating dialogue between political actors, and supporting women's political participation..

As Consortium Lead, NIMD is responsible of overall coordination of the Consortium and complements the organizations leading in-country with knowledge creation, tools and coordination of lobby and advocacy at international level for women, peace and security.

NIMD's country offices in Colombia and Myanmar are also involved in the implementation of the programme.

### NIMD Myanmar

NIMD has been active in Myanmar since 2014, running democracy education courses and dialogue sessions. This work was disrupted by the coup, but NIMD Myanmar has continuously strived to find new ways to continue supporting the women, youth and ethnic leaders who are actively leading change and will play vital roles in future democratic processes. Our current work includes continued Democracy School courses, both remotely and in-person, and the launch of an online and web-based application



that aims to empower marginalized groups in Myanmar with an accessible comprehensive, democracy education toolkit.

### Netherlands Institute for Multiparty Democracy Colombia

Established as an NIMD office in 2014, NIMD Colombia is an important actor in the democracy support landscape in Colombia, implementing several projects focused on peacebuilding; the transformation of armed groups into political actors; and women's political participation and dialogue. All programmes are aimed at strengthening Colombian democracy, and on increasing the levels of representation, promotion, inclusion and political participation of underrepresented groups in society. In recognition of this role, NIMD was named as international verification organization for overseeing the application of the Agreement on Political Participation of the Peace Agreement (2016).

### Burundi Leadership Training Programme (BLTP)

The Burundi Leadership Training Programme (BLTP) is non-profit organization registered in Burundi. Its overall goal is to build leadership capacity among both women and men in Burundi. BLTP assists politicians, political parties, as well as future political and civil leaders in acquiring tools and techniques for non-violent communication, negotiation and conflict management. BLTP's collaboration with NIMD began in 2008, and since then they have carried out multiple programmes around political party capacity support, dialogue between political actors, and schools of politics. Gender considerations are always integral to BLTP's work, and specific projects have targeted women leadership at the community level, as well as women within political parties to develop their priority agendas and ways to advocate them.

### Gender Equality Network Myanmar (GEN)

Gender Equality Network (GEN) Myanmar is a diverse and inclusive network of more than 130 civil society organizations (CSOs), and national and international NGOs, all working to bring about gender equality and the fulfilment of women's rights in Myanmar. The organization was first formed in 2008 in response to Cyclone Nargis, under the name the Women's Protection Technical Working Group. Since then, GEN evolved to become the premier network organization to address the transformation of norms, systems, structures and practices in order to enable gender equality and gender justice in Myanmar.

### Gender Action Peace and Security

Gender Action for Peace and Security (GAPS) is a UK-based network of development, human rights, humanitarian and peacebuilding NGOs that lobby on key issues relating to UN Security Council Resolution (UNSCR) 1325. Hosted by Women for Women International, it supports international advocacy on Women Peace and Security. GAPS specifically supports the international knowledge, lobbying and advocacy programming for the LEAP4Peace Consortium, in partnership with NIMD, and links this to the work taking place on advocacy in the programme countries.

## 2. Consortium goals, rationale and geographical focus

UNSCR 1325 (2000) is a key milestone that embeds women's rights and gender equality into the international peace and security agenda and recognizes the important role of women in achieving peace and security as leaders, not victims. LEAP4Peace is built under the framework of the 1325 and focuses



on contributing to increasing the participation of women in politics, decision-making and peacebuilding processes (UNSCR 1325 Participation Pillar). The participation of women leaders in peacebuilding and political processes is crucial to guarantee the realization of women's rights and to contribute to the consolidation of peace processes. That is why LEAP4Peace focuses on investing in women's political leadership and women's participation in decision-making for the negotiation and maintenance of peace. In addition to this, LEAP4Peace integrates intersectionality of the women it works with, including gender, race, ethnicity, disability, class, age, sexual orientation and gender identity and socio-economic status.

### Rationale, choices and point of departure

LEAP4Peace has identified 4 key barriers that need to be addressed to support women's representation in both peacebuilding and politics:

1. The **persistent patriarchal and exclusionary power structures** that reproduce restrictive social norms and perpetuate gender inequalities. These power structures are visible in politics, where gender stereotypes and traditional perceptions of leadership linked to masculinity interpretations perpetuate the persistent under-representation of women.
2. The ignorance, lack of willingness, and **intended and unintended barriers for women to participate in politics and decision-making processes present in political actors and structures**. Political parties remain the major entities through which people can engage in politics, be elected and chose their representatives.
3. **Insufficient and exclusionary legal policy environments** in post-conflict settings. In the contexts where LEAP4Peace is implemented, either there is a lack of supportive rules and regulations or there are supportive provisions on paper, which are not put into practice.
4. **Shrinking space for civil society** to advocate for gender equality. The active participation of CSOs in political processes is essential, but their influence is hampered by a decrease in civic space.

The rationale of the LEAP4Peace ToC is based on belief that it is essential to support women's participation by not only supporting the strengthening of women's skills, networks and capacities to challenge the power structures and participate in political and social decision-making spaces and processes. But also by building enabling political actors, structures and environments that are responsive to gender equality, inclusion and women's meaningful participation.

The programme applies key principles and approaches of sustainability, intersectionality, conflict sensitivity and adaptative programming.

### Geographical focus

LEAP4Peace is implemented in Burundi, Colombia and Myanmar. These countries present very different conflict dynamics and different stages of their peacebuilding processes, as well as of their political and development contexts. The logic behind this diverse choice of countries is that it provides interesting opportunities for mutual learning.

### Partnership structure

At the Consortium level, the LEAP4Peace Steering Committee (SC), is composed of at least two members of each Consortium Partner signatory of the Partnership Agreement (NIMD, BLTP, GAPS, GEN). Although, formally represented by NIMD, NIMD Colombia and NIMD Myanmar form an integral part of the Steering Committee. The SC 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 of any possible problems. The day-to-day management of the programme is ensured by the LEAP4Peace Secretariat, led by the programme coordinator at NIMD.

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 LEAP4Peace Secretariat

The LEAP4Peace 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 (mainly the Gender Task Force), as well as with the embassies in countries where the programme is implemented.

### 3. Theory of change

The strategic objective of LEAP4Peace is to contribute to **“a conducive environment for women’s full and meaningful inclusion in political and decision-making processes to sustain peace”**. To contribute to its achievement, the programme has identified two key long term outcomes (LTO):

- LTO1: Women are represented in decision-making roles for peacebuilding. Under this long-term outcome, the programme targets women leaders and leaders to-be in the social and political arenas, as well as key political actors such as political parties and electoral bodies. Therefore contributing to increasing women’s skills, capacities and networks to advance and participate in political and peacebuilding processes and to open space for women in political structures..
- LTO2: Supportive policy environment for women’s representation and participation in peacebuilding. The focus under this LTO is to address the surrounding factors that support a conducive environment for women’s participation at local, national and international level, by supporting advocacy and the implementation of policies and measures for gender equality and women’s representation and participation.

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

The purpose of the MTR is to generate insight into the implementation of interventions and the achievement of (intermediate) outcome results in LEAP4Peace for the period of 2021 to mid-2023. The review 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 WRGE Result Framework basket indicators; cross-cutting themes (gender, youth, climate); addressing intersectionality and conflict-sensitivity throughout the programme cycle; planning, implementation and monitoring; lessons learned and good practices; and sustainability;

- Assess the partnership aspects related to: Leading from the South; key principles of Consortium governance (joint decision-making, local ownership, mutual learning and equality, feminist principles); partnership with the Ministry and the Embassies; the integration of SEAH in our way of working and how it is taken into account in programming (especially in the interaction with partners and participants); lessons learned and good practices.

The review should develop recommendations resulting from the findings and conclusions that can help further operationalize LEAP4Peace programme strategies and priorities for the remainder of the LEAP4Peace period (mid-2023 to 2025). The review will be conducted by an external team, but in close cooperation and consultation with the LEAP4Peace Consortium Partners, NIMD country offices and implementing partners. The LEAP4Peace Consortium will have to submit the final MTR report to the LEAP4Peace Consortium’s donor, the NL MFA by 1 November 2023. Therefore the final report needs to be presented the Consortium before this deadline.

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

Please see below the different set of preliminary questions of the MTR:

1. Theory of Change, context analysis, and risk analysis:
  - 1.1. To what extent is the overall programme ToC guiding in the programme delivery, and what can be said about its quality and validity at mid-term? Is there a need for the overall ToC to be adapted?
  - 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? Is there a need for the country-specific ToCs to be adapted?
  - 1.3. Are adaptations being made to the country ToCs, in response to contextual changes, risk analysis, assumption changes, or programme implementation monitoring?
  - 1.4. To what extent is the Actor-Based Pathways of Change approach useful for planning, and does the operationalization of key actors help to put women at the centre of the programme?
2. Achievements to date on the intermediate and outcome level
  - 2.1. What have been the main (intermediate) outcome results achieved towards LTO1: Women are represented in decision-making roles for peacebuilding. The Consortium, partner networks and local civil society organizations are effective enablers of change; and LTO2: Supportive policy environment for women’s representation and participation in peacebuilding, as set out in the LEAP4Peace Multi-Annual Programme Plan at mid-term? How can these results be linked to the “WRGE/SCS<sup>1</sup> basket indicators”? What can be said about the sustainability of these results?
  - 2.2. What can be said about the relationship of intermediate outcome results to the higher-level programme outcomes in terms of plausible contribution?

<sup>1</sup> These are the MFA’s Women’s Rights and Gender Equality common indicators under the “Strengthening Civil Society” policy framework.



- 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? What appear to have been some least effective interventions?
3. Partnership collaboration
- 3.1. To what extent (and how) has collaboration between the different Consortium Partners created added value in programme countries?
- 3.2. What have been strengths and weaknesses of the Partnership in terms of the organizational aspects of programme delivery?
- 3.3. How have partners collaborated in developing a knowledge and learning agenda, and in the creation and sharing of knowledge, especially in regard to the key topics selected: gender stereotypes, women's voices, male involvement, women working together, Resolution 1325?
- 3.4. 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 added value 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 local ownership and leading from the South being advanced in the Partnership?
- 4.2. What are the main challenges, lessons learned and good practices emerging regarding the Partnership collaboration?
- 4.3. How well does the programme address key aspects of feminist programming, such as being gender transformative/responsive to the priorities of women, aware of intersectionality, and related power dynamics and conflict sensitivity?
- 4.4. What are the main challenges, lessons learned and good practices emerging regarding the implementation of programme interventions?

## 6. Proposed methodology

A team of external consultants will be selected to conduct the MTR through this request for bids published in December 2022. The Mid-Term Review will be conducted through:

1. Desk study of available general documentation on the SCS and WPS framework;
2. In-depth analysis of LEAP4Peace's Multi-annual Programme Plan, inception report/baseline reports, annual plans, annual reports, knowledge products;
3. Interviews with LEAP4Peace Steering Committee members;
4. Grouped interviews with LEAP4Peace secretariat
5. Grouped interviews with LEAP4Peace Programme Advisors, Managers, key and non-key staff of Consortium members involved in LEAP4Peace;
6. Interviews with partners and stakeholders in LEAP4Peace programme countries, including for substantiation of Outcome Harvesting;
7. Grouped interview with selected MFA staff (including from Embassies) on the Strategic Partnership;





8. Selective field visits by national consultants to triangulate key review findings and conduct interviews with programme participants, for example through KII or FGDs. In the methodology, that the knowledge and perceptions of diverse women leaders and women involved in the programme should remain central and inform the MTR. Programme-country level data collection is foreseen in all three programme countries (Colombia, Burundi and Myanmar), with online data collection probably being a necessity for Myanmar. An inception report containing a detailed evaluation matrix - including the full list of specific evaluation questions and how they will be answered, the data-collection tools to be used during the field visits, and a detailed work-plan is expected to be handed in by 1 April, in order to ensure that the MTR final report be finalized by 1 October 2023. The final report should be delivered in accordance with the UNEG Quality Checklist for Evaluation Reports.<sup>2</sup>

## 7. Deliverables and time-frame

Deliverable	Tentative due date
<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 session for LEAP4Peace</li> <li>• Submission deadline for NIMD to MFA</li> </ul>	<ul style="list-style-type: none"> <li>• 1 February 2023</li> <li>• 1 March 2023</li> <li>• 1 April 2023</li> <li>• 1 September 2023</li> <li>• 1 October 2023</li> <li>• 14 October 2023</li> <li>• 1 November 2023</li> </ul>

## 8. Budget

A maximum budget of € 40.000 (ex VAT) is available for the Mid-Term Review, to be covered from the LEAP4Peace subsidy of the Netherlands Ministry of Foreign Affairs, NIMD Headquarters' programme's coordination/PME budget.

## 9. MTR team's profile

The MTR will be implemented by a diverse 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 expertise in partnership development. The evaluation team should consist of at least two (and 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, political empowerment programmes, women's political participation, gender equality;
- Experience with Outcome Harvesting and other participative monitoring methods;
- Specialist knowledge on democratization and political inclusion processes in developing countries;

<sup>2</sup> <http://www.uneval.org/document/detail/607>



- Proven experience in cooperating with political actors, youth and women movements, and democracy assistance programmes, as well as experience in political system change in developing countries;
- Knowledge on women, peace and security agenda, and peacebuilding;
- Knowledge on institutional development and capacity development issues in general, and in relation to democratization support specifically;
- 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 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 LEAP4Peace programme. This Committee, led by the NIMD MEL Advisor, will be the first line of contact with the MTR team leader. The Steering Committee includes:

- Mr Nic van der Jagt, MEL Advisor, NIMD
- Ms Jimena Duran, LEAP4Peace Coordinator, NIMD
- Ms Joelle Reid, PME Officer, NIMD
- PME Focal points of LEAP4Peace Consortium Partners
- Netherlands Ministry of Foreign Affairs, DSO, Taskforce Women's Rights and Gender Equality

## 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 LEAP4Peace Management and LEAP4Peace Consortium staff to be able to steer and learn from programmes
- For country partners and offices to strengthen interventions within the LEAP4Peace programme
- For the Ministry of Foreign Affairs to use as input on assessing the relevance and effectiveness of WPS as funding instrument
- For the MFA to gain a good overview of the relevance and effectiveness of the LEAP4Peace programme interventions at mid-term

In order to ensure proper follow-up once the Mid-Term Review Report is available, a meeting should be organized with the LEAP4Peace Consortium in order to discuss the MTR Report draft (before 1 November 2023).

## 12. Preliminary list of documents to be consulted



- LEAP4Peace 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
- LEAP4Peace Consortium agreements and documents, and LEAP4Peace Steering Committee communications
- Knowledge publications under LEAP4Peace, including the Pillars of Peace study
- 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

In December 2022, NIMD will launch a request for bids to conduct the Mid-Term Review. The MTR process must be concluded before 1 November 2023.

Bidders are requested to prepare a Technical and Financial Proposal in response to the Terms of Reference. Bidders may request a copy of the LEAP4Peace Programme Document and the LEAP4Peace 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, including:

- Budget, including breakdown of work

NIMD Management, on behalf of the LEAP4Peace Secretariat, will award a contract to the successful bidder, in consultation with the MTR Steering Committee. The LEAP4Peace Secretariat 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.

