



# Terms of Reference

End Term Evaluation

LEAP4Peace Consortium





# 1. Introduction

This document outlines the terms of reference for the End Term Evaluation (ETE) of the Strategic Partnership between the Women’s Leadership and Participation for Peace (LEAP4Peace) Consortium and The Netherlands Ministry of Foreign Affairs (MFA), that is implemented for the period 2021-2025. This Strategic Partnership is funded within the SDG 5 Fund, under the grant instrument for Women, Peace and Security. 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). 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”. Each of the members of the LEAP4Peace consortium brings unique knowledge, network and skills to the programme around 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)**

The Netherlands Institute for Multiparty Democracy (NIMD) is an international NGO based in The Hague, The Netherlands, and serves also as the head office of the NIMD global network. Since 2000, NIMD has worked 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. Notably, in 2014-2017 NIMD implemented the ‘Respect for Women’s Political Rights (WPR) programme’ under the Dutch MFA Human Rights Fund, and considers the inclusion and participation of women in politics as key priority in its Multi-Annual Strategy for 2021-2025.

NIMD, as the consortium lead, is a signatory of the Dutch NAP 1325, and has extensive and global experience in strengthening the capacities of CSOs, working with political actors, and in advancing the role of women in politics and peace-making. NIMD is experienced in coordinating large (multi-country, multi-year, multi-million) development programmes, including from the Dutch MFA.

NIMD global (HQ) is responsible of overall coordination of the consortium and complements the organisations leading in-country with knowledge creation, tools and coordination of lobby and advocacy at international level for Women, Peace and Security. NIMD country offices in Colombia and Myanmar are also involved in the implementation of the programme and are considered partners in the consortium.

## **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 in Burundi, aimed at both women and men. 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. NIMD’s collaboration with BLTP 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), 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 will specifically support the international knowledge, lobbying and advocacy programming for the LEAP4Peace Consortium, in partnership with NIMD, and link this to the work taking place on advocacy in the programme countries.

### **Netherlands Institute for Multiparty Democracy Colombia**

NIMD Colombia was established in 2014 as a country office of NIMD. Previously it had been working closely with partners such as International IDEA, the United Nations Development Program (UNDP) and Cordaid in the implementation of its programmes. Over the years, the Colombia office has developed into 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).

### **Netherlands Institute for Multiparty Democracy Myanmar**

NIMD has been active in Myanmar since 2014, running democracy education courses and dialogue sessions. This work was disrupted by the coup in 2021, but Myanmar continues to be a vital country in the NIMD network, and the NIMD office has been able to adapt its way of working to support women leaders. NIMD Myanmar is committed to change this situation for the better. Due to security reasons, the NIMD Myanmar office is now operating from Bangkok, Thailand. NIMD Myanmar recognize that women have a fundamental right to have a say in their societies, and the option to ascend the political ladder. Both the lower levels of politics and the higher should be available to all women. Providing specialized training programmes to address the underrepresentation of women, ensuring women's needs are met and tackling gender-based violence, NIMD Myanmar aim is to strengthen women's agency and collective voice.



Despite the unrest in Myanmar, NIMD Myanmar has been committed to support the networking of Women Peace Ambassadors through training and dialogue in safe spaces. Additionally, NIMD Myanmar provide trainings on democratization, Women Peace and Security (WPS), engaging men about WPS, peace processes in Myanmar, conflict resolution, political ideologies, mediation training and mindfulness.

The UNSCR 1325 of 2000 is a key milestone that embeds women's rights and gender equality into the international peace and security agenda and recognises the important role of women in achieving peace and security as political agent and leaders, not only victims. LEAP4Peace is built under the framework of the 1325 and following resolutions that shape the WPS agenda. LEAP4Peace focuses on contributing to increase the participation of women in politics, decision-making and peace-building processes (Participation pillar of UNSCR 1325). The participation of women leaders in peacebuilding and political processes is crucial to guarantee the realisation 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 an intersectional approach recognising the diversity among women, including gender, race, ethnicity, disability, class, age, sexual orientation and gender identity and socio-economic status.

## 1. Consortium goals, rationale and geographical focus

### 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 underrepresentation 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, but 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 space.

The rationale of the LEAP4Peace TOC is based on belief that it is essential to support women's participation not only by 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 to build 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 adaptive programming.

### Geographical focus

LEAP4Peace is implemented in Burundi, Colombia and Myanmar. These countries present very different conflict dynamics and different stages of their peace-building processes, as well as of their political and development contexts. The logic behind this diverse choice of countries is that, while the context of each intervention country differs, it presents sufficient and interesting opportunities for mutual learning considering the common framing ToC. The work and learnings from the three countries come together as well in advocacy and learnings to feed the international community progress on WPS.

### 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 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 different roles and responsibilities within the Consortium. NIMD is responsible for:

- Acting as a focal point between the consortium and the MFA
- 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

Through consultation and cooperation, the Consortium has aimed to align its objectives specifically with the MFA's Departments for Social Development (mainly the Task Force Women's Rights and Gender Equality), as well as with the embassies of the Kingdom of the Netherlands in countries where the programme is implemented.

## 2. 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 peace building. Under this long-term outcome, the programme targets women leaders and to-be leaders 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 peace-building processes and to open space for women in political structures. (Under this LTO, the programme addresses barriers 1 and 2 explained above). This LTO is based on the assumption that not only are women interested in participating in political decision-making processes, but also that they will use their skills and networks to advance their positions in these processes. In addition, it is assumed that political actors with incentives to enhance women's participation and representation will be able to recognize and remove barriers to women's participation.

- 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. (Under this LTO, the programme addressed barriers 3 and 4.) The assumptions underlying this LTO is that political actors understand the challenges and benefits of enhancing women's political participation as well as like-minded CSOs and partners at local, national and international levels mobilize for joint actions and use various fora to promote inclusive peace-making processes.

### 3. Purpose, scope and use of the end-term evaluation

The purpose of the ETE is to assess the extent to which the LEAP4Peace programme and partnership collaboration contributed to generating a conducive environment for women's full and meaningful inclusion in political decision-making processes to sustain peace for the period of 2021 – 2025. The evaluation is primarily geared towards learning and accountability, which provides an opportunity to identify the results and impacts (intended and unintended) of the programme. The objectives are as follow:

- Provide accountability to the stakeholders at various levels (MFA as a funding partner, partner organizations and participants) by assessing the results and impacts of the programme and of the partnership;
- Inform learning on which were the factors that helped or hindered the achievement of results and impacts, especially from the point of view of programme design and partnership collaboration.

More specifically, as is elaborated further below through the preliminary list of evaluation questions, the focus of the ETE is twofold:

- Programmatic: the evaluation should address relevance of the theory of change; the effectiveness of the programme in view of its achievements linked to the SCS and WRGE Result Framework; the effects of the programme especially in reaching most marginalized rights holders; the sustainability of outcomes and impacts as well as; the inclusion of the themes of gender, youth and climate
- Partnership collaboration: the evaluation should assess the extent to which there was coherence within the partnership, both within the consortium and between the consortium and the MFA, as well as the extent to which the principle of localisation/southern leadership was applied.

In doing so, the evaluation should take into consideration feminist principles and other aspects related to: Leading from the south, key principles of consortium governance (joint decision making, local



ownership, mutual learning and equality, efficiency in the use of funds); partnership with the Ministry and the Embassies, the integration of addressing SEAH in our ways of working and in programming (especially in the interaction with partners and participants) and the do-no-harm principle.

Based on facts and data, the evaluation should provide an analysis and conclusions to assess the contributions of the LEAP4Peace programme to advance women's participation in politics and peacebuilding under the Women, Peace and Security agenda during the period of 2021-2025. While the primary audience of the evaluation will be the Dutch MFA, the final product should also be readable and accessible to other stakeholders such as partner organizations and participants of the LEAP4Peace programme. It should not only identify key results and impacts, but also make explicit the strengths and weaknesses of the programme from a programmatic and a partnership focus. Conclusions should be drawn at both the programme level, country level and international advocacy level so as to properly inform learning for relevant stakeholders and future programming.

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

- For L4P partners and offices to be accountable to the partners and participants of the programme
- For country partners and offices to use as a means to inform future collaborations, programming and interventions
- For the MFA 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 end-term

The ETE should adhere to the updated [IOB evaluation quality criteria](#) and at least consider effectiveness, coherence, impact and sustainability of the OECD DAC criteria to assess the results and impacts of the programme and partnership. While the criteria of ToC relevance and effectiveness have been evaluated as part of the Mid-Term Review, the End Term Evaluation is encouraged to build upon those at the end of the programme.

In addition, it is expected that the themes of gender (and inclusivity), youth (e.g. youth political inclusion), climate (e.g. addressing considerations for the environment and environmental policies), conflict sensitivity and sustainability be cross-cutting throughout the evaluation.

The evaluation will be conducted by an independent and external End Term Evaluation team and close cooperation and consultation with the LEAP4Peace consortium partners, NIMD country offices and implementing partners is expected. The LEAP4Peace consortium will ensure availability of staff, documentation and data as needed. The evaluation team must consult with LEAP4Peace staff for advice on interviews or field visits, for example.

The LEAP4Peace consortium will have to submit the final ETE report to the LEAP4Peace consortium's funding partner, the Netherlands MFA, by 1<sup>st</sup> May 2026. Therefore the final report needs to be presented to the consortium before March 15<sup>th</sup>, 2026.





In order to ensure that a proper follow-up once the End-term Evaluation Report is available, it is suggested to organise a meeting with the LEAP4Peace consortium in order to discuss the ETE Report draft (before February 15, 2026).

#### 4. Preliminary questions for the end-term evaluation

The Leap4Peace programme has been built in a way that each country programme addresses the barriers to women's political participation that are specific to their country, in addition to the international Lobby and Advocacy component. Therefore, in order to appropriately showcase the work of the consortium, it is important that the evaluation takes into account not only the overall objectives of the programme, but also the unique contexts and barriers within which each consortium partner operates.

Please see below examples of preliminary questions for the ETE:

1. Context analysis and programme design
  - 1.1. Were the assumptions of the Theory of Change valid?
  - 1.2. To what extent were the themes of gender, youth and climate included in the programme design and interventions?
  - 1.3. To what extent were the interventions compatible with the interventions by other partnerships and actors active on similar themes in the same context?
2. Barriers to women's political participation and peace-making processes
  - 2.1. How appropriate were the programme interventions and ensuing adaptations in achieving the desired outcomes and impact?
  - 2.1 How have the collective efforts of CSOs, women-led organizations, women human rights defenders, women peace ambassadors and women peacebuilders in addressing needs at a community level also contributed to the broader Women, Peace, and Security agenda?
3. Achievements of the programme
  - 3.1. What have been the achievements on LTO1: Women are represented in decision-making roles for peace-building; and LTO2: Supportive policy environment for women's representation and participation in peacebuilding?
  - 3.2. To what extent has the programme been effective in reaching the most marginalized rights holders?
  - 3.3. Which of the programme interventions have been particularly effective in producing outcomes and impact? Which interventions have been least effective?
  - 3.4. Did the programme achieve outcomes and impacts that were not foreseen in the Theory of Change? Have there been any other unintended and unexpected effects?
4. Partnership collaboration
  - 4.1. What can be said about the coherence and complementarity of the work among consortium members and with the Dutch MFA (including embassies)?



- 4.2. To what extent has the consortium facilitated exchange, collaboration and localised leadership amongst its members?
- 4.3. How have members of the consortium contributed to wider Lobby and Advocacy efforts?
5. Challenges, lessons learned and good practices
  - 5.1. How well does the programme address key aspects of feminist programming, such as being gender transformative and/or responsive to the priorities of women, aware of intersectionality, and related power dynamics and conflict sensitivity?
  - 5.2. What are the main challenges, lessons learned and good practices emerging regarding the implementation of programme interventions?
6. Sustainability of programming
  - 6.1. Is it foreseen that the achievements of the programme can be maintained after the end of the programme? Which interventions or practices have contributed to this?
  - 6.2. Based on the achievements of the programme, what are recommendations for future programming?

## 5. Proposed methodology

The overall approach should be utilization focused, ensure triangulation (including external/independent data, sources and perspectives) and address causation between activities and outcomes, and may contain methodologies of (programme) theory-based evaluation, indicator frameworks and data, Outcome Harvesting, and Contribution Analysis. The evaluation should link to the Strengthening Civil Society (SCS) and WRGE Result Framework basket indicators of the Ministry of Foreign Affairs, as well as to the programme Theory of Change. Data collection needs to happen in the Netherlands and in L4P programme countries when possible and will be conducted through:

1. Desk study - of available general documentation on the SCS and WPS framework; L4P programme documents and reports (i.e. mapping of funding, Strategic Dialogue report); L4P available data (i.e. indicator frameworks, Outcome Harvesting reports, outcomes measurement reports) and L4P knowledge products.
2. Interviews – individual/grouped with L4P staff, stakeholders and participants. It is important that the interviews include the perspective of a variety of staff and stakeholders.
3. Workshops – for identifying results, sense-making and restitution

Selective field visits by national consultants might be necessary to triangulate key review findings and interview programme participants for example through KII or FGDs. In the methodology it is appreciated that the knowledge and perceptions of diverse women (leaders) and people involved in the programme remain central and inform the ETE. In addition to the data already collected by programme staff as part of regular Monitoring, it is foreseen that the evaluation team will need to collect data in the programme



countries (Colombia, Burundi and Myanmar) themselves, with online data collection probably being a necessity for Myanmar.

It is necessary that the consultants inform themselves on the security situation in situ before planning field visits, as some areas can be interesting in terms of data but hard or impossible to get into for political and security reasons. In doing so, the evaluation team is encouraged to consult with the implementation team to ensure the relevance of the selection of places and people in terms of adequate correspondence with the trajectories of change and according to the security conditions of the territory. Moreover, the evaluation team should consider a timeline of data collection visits per country in accordance with individual country specificities in terms of availability of stakeholders, participants and programme staff.

The L4P programme has included as key in its values and principles to apply a feminist approach. While acknowledging the limitations involved in realising an End Term Evaluation commissioned by a funding partner, the evaluation team is encouraged to pay attention to the following principles of a [feminist approach in evaluations](#), including:

- o Participation, participatory methods and power sharing
- o Intersectionality
- o Collective learning
- o Care & Wellbeing
- o Facilitating role
- o Celebrating diversity

The use of robust, participative and inclusive methodologies will ensure a proper triangulation of outcomes, both intended and unintended, that consider marginalized groups in all their diversity.

The inception report must contain a detailed evaluation matrix -with the full list of specific evaluation questions and how they will be answered, the data-collection tools to be used in the field visits , and a detailed work plan including the mitigation of risks in light of the do-no-harm principle of evaluation. It is expected to be handed in by August 1<sup>st</sup> 2025, in order to ensure that the ETE final report be finalized by April 1<sup>st</sup> 2026. The final report will have to be delivered in accordance with the UNEG Quality Checklist for Evaluation Reports.<sup>1</sup>

Considering that the report should be accessible to stakeholders and emphasize learning, the use of a method of presentation that highlights key takeaways in a clear and concise manner is appreciated.

## 6. 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>• Data collection and analysis</li> <li>• First draft</li> <li>• Feedback on first draft</li> <li>• Final draft</li> </ul>	<ul style="list-style-type: none"> <li>• April 1, 2025</li> <li>• June 1, 2025</li> <li>• August 1, 2025</li> <li>• September 2025 – January 2026</li> <li>• February 1, 2026</li> <li>• Before February 15, 2026</li> <li>• March 15, 2026</li> </ul>

<sup>1</sup> <http://www.uneval.org/document/detail/607>



<ul style="list-style-type: none"> <li>• <b>Presentation session for LEAP4Peace</b></li> <li>• <b>Submission to MFA</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>April 1, 2026</b></li> <li>• <b>May 1, 2026</b></li> </ul>
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## 7. Budget

A budget of maximum € 60.000 (including VAT) is available for the End-term evaluation to be covered from the LEAP4Peace subsidy of the Netherlands Ministry of Foreign Affairs, NIMD Global office's programme's coordination/PME budget.

## 8. ETE team's profile

The ETE 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, Women, Peace and Security, and expertise in partnership development. 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 and Women, Peace and Security;
- Experience with Outcome Harvesting and other participative monitoring methods;
- Specialist knowledge on democratisation and political inclusion processes in developing countries;
- Proven experience in cooperation with political actors, youth and women movements, and democracy assistance programmes and political systems change in developing countries;
- Knowledgeable on Women, Peace and Security agenda and peace-building;
- Knowledgeable of institutional development and capacity development issues in general and in relation to democratisation support in specific;
- Proven experience in using remote data collection methods and online meeting and workshop facilitation applications (eg Zoom, Teams, Mural, Plektica or equivalent);
- Experience in two or more of the LEAP4Peace programme countries;
- Excellent report writing skills, including of thematic case-studies;
- Excellent English language skills; with proficiency in French and Spanish being a strong advantage.

For the team leader, it is required that he or she has a proven track record in managing evaluations of large multi-site, multi-year programmes, preferably including partnership evaluations.

## 9. Governance of the ETE

An Internal Steering Committee has been established to coordinate the LEAP4Peace programme. As part of the NIMD Secretariat, the NIMD PMEL Officer will be the first line of contact with the ETE team leader. The Internal Steering Committee will establish a Reference Group, composed of external experts, the MFA focal point and PMEL officers from each members of the LEAP4Peace consortium. The purpose of the Reference Group is to provide technical insight and advise the



Internal Steering Committee regarding the key deliverables from the ETE. The moments at which the Reference Group is required to give advice include:

- Validation of the End Term Evaluation Terms of Reference
- Selection of the evaluation consultant
- Approval of the inception report
- Approval of the preliminary report
- Approval of the final evaluation report

The End Term Evaluation Reference Group includes:

- LEAP4Peace Coordinator, NIMD
- LEAP4Peace PMEL Officer, NIMD
- Representative of the Management Team, NIMD
- PMEL officers from LEAP4Peace consortium members
- Netherlands Ministry of Foreign Affairs, DSO, Taskforce Women's Rights and Gender Equality
- Two independent experts on topics related to the LEAP4Peace programme (such as WPS, women's empowerment, women's rights, etc.) with an evaluation profile

## 10. Tender procedure

In January 2025, NIMD will launch a request for bids to conduct the End-term evaluation. The ETE process will have to be concluded before the 1<sup>st</sup> of May 2026. Submission of bids closes on the 1<sup>st</sup> of April 2025. Please send your proposal to Joelle Reid, NIMD PMEL Officer, at [joellereid@nimd.org](mailto:joellereid@nimd.org).

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, Inception Report and Mid-Term Review as 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
- Deliverables
- Time-schedule
- Evaluation team, CVs, track record

Part 2: Your financial proposal, including:

- Budget, including breakdown of work effort
- Identification of the responsibilities and rates of team members

The proposal will be evaluated on the following criteria:

- Quality of the evaluation team



- Understanding of the Terms of Reference
- Evaluation process and methods
- Time schedule
- Financial proposal

NIMD Management, on behalf of the LEAP4Peace Secretariat, will award a contract to the successful bidder, in consultation with the ETE Steering Committee. The LEAP4Peace Secretariat will approve the End-term evaluation report, and may include its comments as an annex to the final ETE report.

