Terms of Reference
End Evaluation of Leaders of Peace (LoP) Programme

Programme Summary	
Title of the Programme	Leaders of Peace programme
National Office	Plan International Netherlands (NLNO)
Donor	Ministry of Foreign Affairs Netherlands
Consortium partners	Plan International, AMA, EVE, PAX and HealthNet TPO
Strategic Technical Areas	L&A for gender inclusion, women' and girls' empowerment & protection; and influential participation in conflict prevention and peace making
Programme impact	*To contribute to a more empowering and inclusive environment, where women and girls (W/G) feel safer, better enabled to realize their rights, to play an influential role towards conflict prevention, and sustainable peace*
Programme outcomes/Pathways	**Outcome/pathway 1** Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self-care
	Outcome/pathway 2 Civil society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality (GE)
	Outcome/Pathway 3. Increased and effective participation of W/Y in leadership and peacebuilding
Location	Unity, Lakes, Western Equatoria, Central Equatoria, Eastern Equatoria
Programme period	January 2021 - December 2025
Programme targets	Host community, schools for champions of change program, civil societies

1. Introduction

The Leaders of Peace Programme is looking for a consultant to conduct the end term evaluation. The terms and outline of this evaluation can be found below

1.1. About the Programme

2020 marked the 20th anniversary of the adoption of UN Security Council Resolution 1325 NSCR1325) on women, peace and security. Therefore it is time to re-emphasize the important role of (young) women in peacebuilding in South Sudan. The voices of young people, girls and boys, need to be heard in these dialogues and reconciliation processes – especially those at the heart of conflict. It remains crucial that the positive contribution of women and youth to sustainable peace and state building is recognized, supported and celebrated. In this light, the Dutch Ministry of Foreign Affairs launched several grant instruments under the Policy Framework for Strengthening Civil Society (2021-2025) at the end of 2019. One of the grant instruments is the Women, Peace and Security (WPS) grant instrument. The Leaders of Peace alliance, consisting of Plan International (lead), HealthNet TPO (HNTPO), AMA (Assistance Mission for Africa), EVE and PAX, has been granted a five-year Programme under this grant

instrument. The Leaders of Peace Programme runs from January 2021 to December 2025 and is based on the 1) UNSCR 1325 and the nine resolutions that followed it, 2) the Theory of Change of the Dutch NAP 1325 (2016-2020) and 3) the Sustainable Development Goals, particularly SDG 5 and 16.

The LoP Programme focusses on enhancing women participation in peace and security. In 2025 the LoP programme will undergo an external end evaluation. The LoP ETE will be conducted in four states of Unity, Lakes, Western Equatoria, Central Equatoria, Eastern Equatoria. Specific locations of consortium partners and result areas/outcomes will be provided once additional information is obtained from partners.

1.2 Programme Outcomes/pathways and indicators to be measured

1. **Improved implementation of policies and regulations on GBV and protection of W/G including psychosocial support and self-care**
Specific benchmarks
   a. Level of W/G feeling safe and protected in targeted locations.
   b. Existence of community based support mechanisms.
   c. Community groups knowledge level and use of available PSS services and legal protection/GBV services.
   d. The level of GBV survivors use of existing community based psychosocial support mechanisms
   e. Authorities' current capacities to develop/adjust regulations related to protection of women and girls.
   f. Extent to which formal/traditional authorities implement laws and policies against GBV and protect survivors
   g. ABC courts capacity and space at national level to lobby for increased implementation of GBV legislation

2. **Civil society (CS) has changed attitudes and beliefs that facilitate inclusion of W/G and promote gender equality (GE)**
Specific benchmarks
   a. Extent to which W/Y groups, men and boys advocate for gender equality, equal participation through W/Y-led platforms
   b. Civil society agencies in specific Programme locations promoting gender equality and inclusion
   c. Youth-led or women-led platforms established advocating for gender equality and protection. Specific focus will be on children and young people's parliament.
   d. Community groups that are gender aware and committed to protection of women and girls as well as their meaningful participation in peacebuilding.

e. Level of participation of formal/ informal CSOs (especially women, men, boys and youth-led groups), in influencing the WPS agenda, including linking and learning

3. **Increased and effective participation of Women and youth in leadership and peacebuilding.**
   Specific benchmarks
   a. Civil society organizations and community-based organizations with resources and capacity to lobby on human rights, gender equality, United Nations security council resolution (UNSCR 1325).
   b. W/G in leadership positions at various levels influencing the WPS agenda jointly with male counterparts
   c. Gatekeepers including policy makers reached to lobby & advocacy on the WPS agenda including female participation in leadership positions.
   d. Peace committees, border committees and peace tasks forces to be capacitated/strengthened to advance WPS agenda.
   e. Available action plan by AU/EU, diplomats and media to protect civic space
   f. Role of international bodies (AU/EU), diplomats and media in lobby and advocate to widen civic space
   g. Extent to which Government bodies at all levels promote UNSCR1325 and/or adhering to the provision of 35% women representation in RPA.
   h. Level of collaboration among CSOs/CBOs and between CSOs and local and national actors.

2. Scope of the End term evaluation

The evaluation process will be guided by the guidelines for evaluations of the Policy and Operations Evaluation Department of the MFA (IOB), and evaluation criteria of the IOB[1].

The evaluation will cover the entire duration of the LoP programme, from its inception in January 2021 to its conclusion in 2025. This period encompasses all phases of the programme implementation and key outcomes achieved. The consultancy team is expected to conduct an in-depth evaluation of the strategies employed by the LoP programme and how they contributed to the changes achieved.

3. Objectives of the evaluation

The objective of the end term evaluation is to ensure transparency, accountability and responsibility towards people, communities and organisations involved in Leaders of

---

[1]
https://www.iob-evaluatie.nl/publicaties/richtlijnen/2022/04/22/kwaliteitscriteria-evaluaties

Peace. And fulfil the accountability requirements of the Ministry of Foreign Affairs (MFA), programme participants, and other relevant stakeholders.

The consortium also aims to gain insights on the lessons learnt and opportunities to effectively support organizations through future interventions of consortium organizations at global, national, and local levels.

More specifically we would like to focus on:

1. Evaluating the effectiveness of the programme by investigating LoP Theory of Change, if and how did the programme achieve its intended results and validity of its assumptions;

2. Evaluating the internal and external coherence of LoP interventions;

3. Evaluating if and how LoP interventions ensure the sustainability of the results achieved;

4. Determining both qualitative and quantitative measurement of indicators from the LoP result framework;

5. Evaluating if and how the consortium has ensured and equitable partnerships and southern leadership;

6. Assessing the level and quality of meaningful youth participation, gender transformative approach, and climate in programme design, implementation and evaluation.

4. Research Questions

Did Leaders of Peace contribute to creating a more empowering and inclusive environment, where women and Girls feel safer and better enabled to realize their rights, to play an influential role towards conflict prevention, sustainable peace in South Sudan?		
OECD DAC criteria	**Objective**	**Research question**
1. Effectiveness	Evaluating the effectiveness of the programme by evaluating the LoP Theory of Change, if and how did the programme achieve its intended results	**1.1** What are the main interventions carried out by LoP organizations?[2]
		1.2 Are their visible results (at the output, outcome and strategic objective level[3])? If any, to what extent do these results reflect the inclusion of women and youth in all their diversity (age, socio-economic class, disability, gender identity, ethnicity)?
	Determining both qualitative and	**1.3** What unexpected and unintended (both negative and positive) results can be observed?

[2] Classify interventions according to the three domains of the programme. The analysis will include a mapping of who does what, where, when and for what budget (input/output). This can be done during the desk review.

[3] Results are situated at four levels. The first level, corresponding with the strategic objective, refers to creating inclusive and empowering environment.. The three other levels correspond with the 3 domains and the relevant basket indicators (SCS framework) entail: (1) improved implementation of policies and regulations of GBV and protection (2)the extent to which gender norms and attitudes have changed; (3) increased and effective participation of GYW in peacebuilding and leadership

	quantitative measurement of a selection of indicators from LOP results framework	**1.4** How can the identified results (from questions 1.2 and 1.3) be credibly linked to the Leaders of Peace actions/interventions? If so, how? If not, why not?
		1.5 Can the logic of intervention of the Theory of Change and assumptions be verified with the observed results? Were assumptions adjusted in case they seemed to be not valid? If yes, how? If not, why not?
2. Sustainability	Evaluating if and how LoP interventions ensure the sustainability of the results achieved	**2.1** Have any measures (actions) been taken by consortium organizations to ensure the sustainability of the results in each of the domains of the ToC? If so, what were these measures?
		2.2 How do LoP stakeholders (partners, CSOs, traditional leaders, targeted institutions) assess the usefulness of these measures for the sustainability of results achieved?
		2.3 How likely is it that the results achieved by LoP Programme may be sustained in short/long term?
3. Coherence	Evaluating the internal and external coherence of LoP interventions	**3.1** To what extent are the interventions between the different consortium organizations (within the same country and between country, regional, and the international level) coherent?
		3.2 To what extent are the interventions of LoP organizations aligned with the interventions of the Ministry of Foreign Affairs (embassy of Netherlands, other MFA funded partnerships operating in South Sudan) ?
		3.3 To what extent were the interventions of LoP organizations aligned with the interventions of similar stakeholders working on WPS issues at local, national, regional and international levels (in communities, civil society and the state)?
4. Localization and shifting power	Evaluating if and how the consortium has ensured and equitable partnerships and southern leadership.	**4.1** Did the southern based consortium organization exercise their decision-making power (in programme design and implementation)? If so to what extent and how? Do they consider this decision-making power useful? Did the programme create enabling environment for localization of power?

The evaluation process shall be guided by the guidelines for evaluations of the Policy and Operations Evaluation Department of the MOFA (IOB), and the 17 evaluation criteria of the IOB. Furthermore, the evaluation conduct (evaluation methodology, data-collection and

analysis), and corresponding products, will need to abide by the IOB Evaluation Quality criteria.

The criteria are organized by 3 phases, i.e., Phase I - Terms of Reference, Phase II - Elaborated methodology, and Phase III - Draft and final report. The consultant is requested to pay particular attention to the criteria in Phase II and Phase III. More details on the criteria and how they are assessed can be found here: https://www.iob-evaluatie.nl/publicaties/richtlijnen/2022/04/22/kwaliteitscriteria-evaluaties

Apart from the IOB evaluation quality criteria, the evaluation also has to meet the requirements of
effectiveness and coherence from the OECD DAC Evaluation Criteria:
1. Coherence: how well does the intervention fit and informs about the compatibility of the intervention with other interventions in a country, sector or institution.
2. Effectiveness: is the intervention achieving its objectives? It is the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
More details on the criteria can be found here: Evaluation Criteria | OECD.

Finally, the End Term Evaluation (ETE) provides progress information on indicators within the results areas of the overall Theory of Change (ToC). The evaluation will identify which pathways of the Theory of Change (ToC) worked as expected, where assumptions held true, if and where course corrections were done and if they were useful. Several outcome and output level indicators of the programme are linked with the basket indicators of MFA's Strengthening Civil Society grant framework. More details about the indicator framework are available here: https://helpdesk-opendata-minbuza.nl/guidelines-for-partnerships-strengthening-civil-society/

5. Methodology

The focus of the evaluation is to map the process of how change occurred, and which internal (programme interventions) and external (contextual) factors contributed to it.

5.1. Data collection methods

The consultant/firm is expected to propose and design the methodology for conducting the end evaluation study. Primary and secondary sources must be used to generate data and information that are relevant to the Programme. A mix of qualitative and quantitative methods such as surveys, focus group discussions and in-depth interviews with key informants and observation of the system will need be used to collect primary data. These methods must be rigorous yet at all times proportionate and appropriate to the context of the proposed Programme intervention as it will be implemented in different states. All data collection tools are to be shared with the Programme team as part of deliverables.

5.2. Sampling

The consultant/ firm is expected to determine a representative sample for respondents to be involved in the study by different methods, that will ensure proper conclusions and generalizations to be made on the findings from the evaluation. The evaluators should clearly describe how they reached at the sample size and its representativeness thereof. Sufficient independent data sources/informants need to be included to ensure robustness. Finally, the sampling strategy should adhere to the IOB Evaluation Criteria.

5.3. Data analysis

A clear data management and analysis plan should be developed that will clearly explain how collected data will be handled and analysed to reach conclusions. Appropriate data analysis packages to be used should be explained. Datasets to be produced during evaluation should be clearly managed and presented as part of deliverables. The consultant is expected to analyze the collected data and bring together results and learnings from each method. It is also expected that the results from different sources will be triangulated .

The draft and final reports must undergo a structured feedback process. The consultant will present findings to the consortium and stakeholders, allowing for iterative revisions based on feedback. The consultant is responsible for consolidating feedback into the final report and ensuring the quality of deliverables in line with IOB and OECD-DAC criteria.

5.4 Reporting

The consultant is required to develop a synthesis report (approximately 50 pages) See annex for suggested outline of the report.

6. Deliverables

The following deliverables are expected from the Consultant/firm:

I. Inception report including:

  1.1. Data collection tools: These should be submitted to the designated management staff prior to data collection phase. This should be a comprehensive set of qualitative and quantitative tools to collect all key information necessary to meet the criteria.

  1.2. End term evaluation plan with full details of implementation timeframe and locations that will be presented to the designated staff to ensure that consortium members avail necessary support to consultant during study.

II. Draft final report. In meeting the objectives and addressing the draft final report should synthesize the findings and conclusions. The consultant will also validate the draft findings with consortium members and collect feedback. The feedback will be addressed in the final report. The report should be consolidated from the receipt of the consolidated comments.

III. Final report with the same specifications as mentioned above, incorporating any comments received from concerned parties on the draft report within 5 days of the

receipt of the comments.

IV.   A cleaned data set and transcriptions (electronic).

V.   All other materials used during the evaluation (Voices, etc.).

6. Role of consortium partners
- Provide support to consultant about Programme locations and contact persons where needed
- Provide relevant Programme documents to consultant

7. Role of the Reference group

Leaders of Peace has formulated a Reference Group for this evaluation, which has an advisory role towards the LoP Desk and Global Steering Committee and the consultants during the development and implementation of the end evaluation. Members provide their independent collective (?) advice in order to contribute to the quality of the evaluation report, to guarantee adherence to the guidelines of the IOB and other points of attention of the MFA for the final evaluation of all MFA funded programmes, and to ensure independence of the evaluation process.

8. Evaluation timeframe
The Programme evaluation shall start early August after signing the contractual agreement. The final report is due in February 2026. The following timeline could be followed:

What	When
Contracting phase	Late July 2025
Inception report	15 August 2025
Data collection	15 August – 15 September 2025
Data analysis	15 September – 15 October 2025
Compile overall draft report	15 October 2025
Validation process and workshop with the Leaders of Peace consortium and partners and review by reference group	15 October 2025 - 15 November 2025
Consultant includes input from the above exercise and submits the final report	15 February 2026

9. Ethical and child protection and safeguarding statements
The LoP consortium is committed to ensuring that the rights of those involved in data collection or analysis are respected and protected, in accordance with ethical research principles. Those who wish to participate in the Programme must include sufficient details in their proposal to clarify how they will guarantee the ethics and protection of children in the data collection process. In particular, the consultants should explain how the adequate, safe and non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultants should also explain how they will ensure the confidentiality and anonymity of the participants.

10. Criteria for selection of consultant

The consultant should demonstrate clear competencies in one or more professional backgrounds in the area of conducting evaluations for qualitative Programmes that specifically focusses on gender equality, protection at a consortium level. More specifically the consultant is expected to have:

- Master's degree in above mentioned or related fields of expertise.
- Sufficient knowledge and understanding of gender equality , protection and SGBV in South Sudan.
- Experience in conducting gender and protection Programme evaluations in South Sudan.
- Experienced in qualitative and quantitative statistical analysis packages such as NVivo, ATLAS.ti, SPSS, STATA, or other similar software.
- Strong interpersonal skills and capacity to work with people at all levels.
- Committed to work and meet the deadline as agreed by Programme management.
- Excellent English communication and writing skills. Proven experience in producing written research reports.
- Good knowledge of study locations of Western Equatoria, Eastern Equatoria, Central Equatoria Lakes and Unity states.

11. Proposal selection criteria

A proposal detailing the technical and financial aspects for the study (with consultant's understanding of the assignment, a clear outline of the proposed methodology, consultant(s)' up to date CVs, detailed study cost) should be submitted. All proposals must include the following details:

- Proposed methodology and justification
- How the consultant will ensure quality at all steps of the process
- How analysis of each type of data will be collected
- Implementation plan
- Specifically, how the consultant and their team understand the specified Programme pathways and benchmarks to be measured.
- Demonstration of how the consultant (and their team) meet the qualification and experience required, as detailed above

The technical proposal will be evaluated based on the Quality Cost-Based Selection (QCBS) criteria:

- The individual general reliability as well as experience and capacity in the carrying out the assignment (30%).
- The approach in responding to the TOR and detailed work plan (45%).
- The qualifications and competencies of the proposed personnel for the assignment (25%).

Proposals obtaining more than 70% of the technical points will be considered technically suitable and qualify for a financial assessment.

12. Disclosure and Ownership of Information

The consultant(s) or consulting firm technical proposal should describe how disclosure, confidentiality and ownership shall be handled during the ETE.

13. Application process

Evaluators/Consultant(s) who meet the above requirements should submit the following:

1) A narrative/technical proposal which should include evaluator(s) very clear understanding and interpretation of the TORs, a thorough methodology and a detailed schedule;

   *Technical proposal content should not exceed 20 pages (and financial proposal should not exceed 4 pages;

2) A financial proposal indicating fees for the consultancy to complete the task (excel format with itemized budget lines)

3) Updated CVs/Profiles that clearly show the qualification and experience of the lead evaluator and his/her team;

4) Contacts of three organizations recently worked with-clearly similar/related work.

5) Annexes and cover pages/information not asked for should not be attached to the proposals.

6) Registration and tax clearance certificates

Please strictly adhere to the ToR's requirements and application procedure, otherwise your proposals (technical and financial) will not be considered. All documents should be submitted in soft copies.
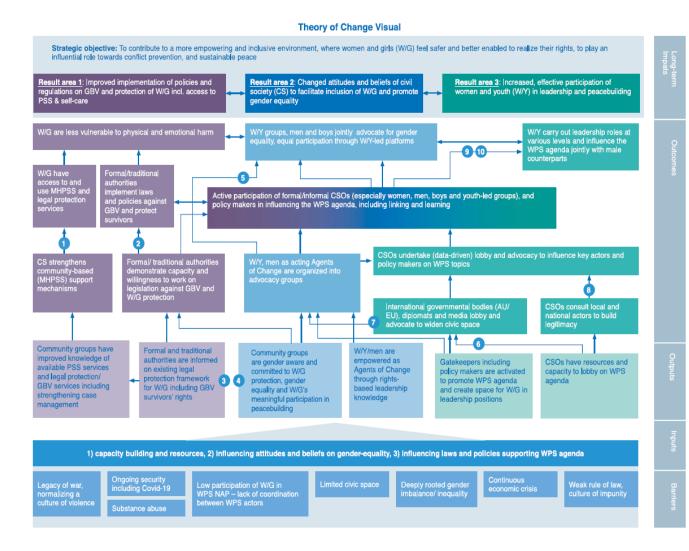
The total budget of this ETE is **40.000 Euro**, including all taxes and costs.

The proposals can be submitted by **31st of May 2025**. Selection interviews with lead consultants will follow in the first half of June 2025. For further information or sending your application please contact Justine Buga Justine.Buga@plan-international.org and Himani Pathak himani.pathak@planinternational.nl.

Annexes

1. LoP Programe

Theory of Change Visual

Strategic objective: To contribute to a more empowering and inclusive environment, where women and girls (W/G) feel safer and better enabled to realize their rights, to play an influential role towards conflict prevention, and sustainable peace

Result area 1: Improved implementation of policies and regulations on GBV and protection of W/G incl. access to PSS & self-care

Result area 2: Changed attitudes and beliefs of civil society (CS) to facilitate inclusion of W/G and promote gender equality

Result area 3: Increased, effective participation of women and youth (W/Y) in leadership and peacebuilding

W/G are less vulnerable to physical and emotional harm

W/Y groups, men and boys jointly advocate for gender equality, equal participation through W/Y-led platforms

W/Y carry out leadership roles at various levels and influence the WPS agenda jointly with male counterparts

W/G have access to and use MHPSS and legal protection services

Formal/traditional authorities implement laws and policies against GBV and protect survivors

Active participation of formal/informal CSOs (especially women, men, boys and youth-led groups), and policy makers in influencing the WPS agenda, including linking and learning

CS strengthens community-based (MHPSS) support mechanisms

Formal/ traditional authorities demonstrate capacity and willingness to work on legislation against GBV and W/G protection

W/Y, men as acting Agents of Change are organized into advocacy groups

CSOs undertake (data-driven) lobby and advocacy to influence key actors and policy makers on WPS topics

International governmental bodies (AU/ EU), diplomats and media lobby and advocate to widen civic space

CSOs consult local and national actors to build legitimacy

Community groups have improved knowledge of available PSS services and legal protection/ GBV services including strengthening case management

Formal and traditional authorities are informed on existing legal protection framework for W/G including GBV survivors' rights

Community groups are gender aware and committed to W/G protection, gender equality and W/G's meaningful participation in peacebuilding

W/Y/men are empowered as Agents of Change through rights-based leadership knowledge

Gatekeepers including policy makers are activated to promote WPS agenda and create space for W/G in leadership positions

CSOs have resources and capacity to lobby on WPS agenda

1) capacity building and resources, 2) influencing attitudes and beliefs on gender-equality, 3) influencing laws and policies supporting WPS agenda

Legacy of war, normalizing a culture of violence

Ongoing security including Covid-19

Substance abuse

Low participation of W/G in WPS NAP – lack of coordination between WPS actors

Limited civic space

Deeply rooted gender imbalance/ inequality

Continuous economic crisis

Weak rule of law, culture of impunity

Long-term Impats

Outcomes

Outputs

Inputs

Barriers

2. LoP Programme results framework

Results framework LoP Final and compl

3. **End term evaluation Report format (suggested)**
   1. Cover page
   2. Table of contents
   3. List of abbreviations/acronyms
   4. Executive Summary
   5. Introduction
      a. Background of the Programme

        b. Objectives of the end term evaluation

        c. Methodology for both Qualitative and Quantitative portions of the study (including sampling methodology, statistical analysis, qualitative analysis)

        d. Scope and limitation of the methodology

6. Findings

    1.1 Detailed documentation of findings with specific focus on Programme pathways/outcomes

7. Conclusions and recommendations

        a. Conclusions

        b. Recommendations

8. Annexes to the report

    The report should include the following annexes

- ToR of the evaluation
- Details of tools, methods, and analysis
- List of persons/ organizations consulted
- Statistical analyses (codes and formulas used)
- Raw data (both quantitative and qualitative)