

Terms of Reference

End-Evaluation - End-term review Just Future programme



March 2025

INTRODUCTION

The programme “Just Future” is one of the Strategic Partnerships financed by the Dutch Ministry of Foreign Affairs (MFA) under the policy framework “Power of Voices”. The Just Future Alliance consists of 6 international¹ consortium partners, a network partner, 35 national CSOs and 3 research partners and is carried out in partnership with MFA. The Just Future programme started implementation in 2021 and will end on the 31st of December 2025, with a budget of 49.5 Mio Euro. Within the Ministry, the programme falls under the Directorate for Stability and Humanitarian Aid (DSH).

The programme aims, through capacity strengthening (CS) of partners and through lobby and advocacy (L&A), to influence policies and practices of decision-makers (see TOC in Annex 1). CSOs are strengthened to advocate with and for vulnerable groups (our constituencies) in six countries: Afghanistan, Burundi, the Democratic Republic of Congo, Mali, Niger and South Sudan. The programme covers three thematic areas in these countries:

- People-centred security (outcome 1)
- Access to Justice (outcome 2)
- Inclusive political decision-making and peace processes (outcome 3)

Lobby and advocacy in the programme countries is supported by international advocacy on the above topics.

As explained in the Theory of Change of Just Future (see annex) national CSOs take the lead in advocacy. Southern-led leadership is a key principle of the programme and the governance structure is set-up to evolve towards an ever increasing local ownership (see Annex 2). Other leading principles are the Inclusion of women, youth and IDPs and mutual learning.

Achieving change through lobby and advocacy can for a large part not be controlled or predicted as many external factors influence the outcomes, particularly in the fragile contexts that the programme operates. The programme has designed a non-linear and adaptive approach using Theories of Change (TOC) through regular sense-making of harvested outcomes.

Through the End-Evaluation the Just Future programme wants an independent assessment of achieved results and draw lessons for the sustainability of the achievements of the Just Future partners, particularly to sustain the benefits for the constituencies of the programme.

¹ When referring to International partners (and International lobby and advocacy), this includes the Regional level. The international and regional consortium partners of Just Future are: Cordaid (consortium lead), Search for Common Ground (SFCG), African Security Sector Network (ASSN), The Liaison Office (TLO), Women’s International Peace Centre (WIPC), West Africa Network for Peacebuilding (WANEP).

PURPOSE

The End-Evaluation will assess if Just Future partners have been able to achieve relevant and significant results in line with the Theory of Change of the Just Future programme. This means that the consultancy team will evaluate the lobby and advocacy (L&A) results and the capacity gained by CSOs in the six countries to do advocacy, and the coherence between these efforts.

The Just Future programme committed to carry out policy influencing with the constituencies of the Just Future partners. The evaluation will thus investigate the efforts made to ensure inclusion of women, youth and other groups whose voices have been marginalised, and to what extent representatives of constituencies feel that they have been included in the programme activities.

The sustainability of the results is an important factor to evaluate. Particularly in the last year the programme wants to ensure that the results provide a solid basis for national CBOs and CSOs to continue supporting their constituencies.

A final scope for investigation is if the Just Future partners have worked well in partnership, evaluating if there has been sufficient internal coherence to benefit from the collaboration. An essential aspect to assess is if the programme has met the ambition to gradually increase southern leadership through increased ownership and decision-making power of its southern-based partners.

Objectives

1. Results: assess the effectiveness and coherence of the programme in achieving Capacity Strengthening and Lobby and Advocacy results at local, national and international level.
2. Inclusion: evaluate the active participation of constituencies in the programme interventions.
3. Sustainability: assess the efforts towards preparing national CSOs and constituency groups like local CBOs to continue their activities.
4. Partnership and southern leadership: evaluate the added value of the collaboration as a strategic partnership and the support provided to increase decision-making power of national CSOs in the programme.

EVALUATION QUESTIONS

Results

- To what extent has the programme achieved the desired objectives that the programme described in the change pathways?
- How well did the programme adapt to the changing contexts in each of the countries and effectively use budget to adjust to local needs?
- To what extent has the capacity of the CSO partners in the six countries increased to strategically plan and implement advocacy activities?
- Which reported lobby and advocacy results are most significant given the specific context, particularly considering situations of limited civic space and patriarchal structures?
- From a sample of most important documented results: which results can be substantiated with evidence and what was critical in their achievement?

Inclusion

- Has the programme been able to actively and purposely engage with constituencies - particularly women and youth - in setting priorities and implementing the advocacy initiatives?
- Which reported advocacy and capacity strengthening results have a positive, neutral or negative effect on inclusion of vulnerable groups?

Sustainability

- Are the programme achievements helping constituencies to continue voicing their interests after the programme ends?
- Has support to the national CSOs been adequate to prepare them - in terms of capacity, relations and opportunities for new activities - to continue after the Just Future programme ends?

Partnership

- To what extent has support from international partners been conducive for national partners to strengthen their capacity and increase ownership of lobby and advocacy interventions?
- Through what mechanisms did the lobby and advocacy of international, regional and country partners support each other? Did it add value to the relationships across different levels and to the outcomes?
- Looking at the benefits and the downsides of collaboration, what has been the added-value of working as an alliance and what lessons can be drawn to improve collaboration?

SCOPE

External consultants are expected to bring an outside view that ensures an independent assessment of the reported results and objective fact finding and that provides input for reflection by the JF partners.

Within the framework of the overall ToC, the partners in each country have set specific objectives adjusted to the context. As such each country programme has been unique and Just Future can be considered to be a constellation of six country alliances supported by an international consortium. To do justice to the specific country programmes, the end-evaluation should look into the achievements of each country separately either through including local consultants in the evaluation team of travel to the countries.

Other elements for the consultants to take into account are:

- The evaluation will cover the period from January 2021 (start of the project) until 2025.
- The draft report must be ready in September.
- The end-term evaluation will cover activities implemented in six countries and in the international arena and will cover the sub-national, national, and international contexts.
- The evaluation will cover all programme countries to get a good overview of the most important program results and do justice to the variety of contexts.
- The CSO partners of the programme, must be able to freely provide their opinion on results and other topics or issues that they feel should be raised.
- A selection of other stakeholders like local community representatives, decision-makers, representatives from international institutions will be consulted to gather an 'outside' and 'contrafactual' impression on programme activities and results.

- The country evaluations will conclude with a sense-making workshop that should actively involve community representatives (women, youth and men) in sharing their observations.

AVAILABLE DATA

The following information gathered by programme partners will be available to the evaluators:

- Original programme proposal and budget from October 2020 and additions from November 2020.
- Planning reports for the years 2021 till 2025. This includes the overall narrative justification and reports for each of the six countries and the international component.
- Consolidated year reports for the years 2021 till 2024 (2024 still in production). Individual year reports of the international partners and country teams will be provided whenever needed.
- Outcome database per country and for the international component containing short outcome descriptions with contribution and significance.
- Yearly data on the indicators, including the basket indicators required by MFA.
- List of research reports, and whenever needed specific reports from this list.

METHODOLOGY

The proposed methodology should tailor for both verification of results and facilitation of learning. The consultants are requested to explain how the methods they intend to use will be suitable for both purposes.

The specific approach for the consultancy will be detailed in the inception report that the consultants will prepare in the initial phase of the evaluation and that must be approved by the reference group that oversees the evaluation.

Particular methodological specifications to address in the proposal for the consultancy are:

- Use of participatory methods to engage constituencies in the evaluation. An online survey might be possible if accessible by telephone, but the response is likely to be low. Therefore, a guided dialogue with community representatives (FGDs) seems more realistic, possibly in combination with a survey carried out at the meetings. Notwithstanding the methods used for consultation, an anonymous quantitative analysis of the responses must support the data collection.
- Moments for reflection and learning should be included. The programme partners can assume some tasks in organising learning themselves so that they are useful and grounded in the realities of the practitioners.
- A clear methodology for the verification of a selection of results needs to be included. Results have been gathered by the programme partners with Outcome Harvesting, but no substantiation of reported L&A and Capacity Strengthening results has been done. The capacity strengthening activities have been documented, but not their effectiveness. The evaluators will use documentation of the programme to produce an overview of most relevant results and make a selection for verification and further analysis.
- The results need to be evaluated in relation to the local context. Limited advocacy results might still be considered successful in a context of restricted civic space. A number of case studies of key results should highlight the efforts of JF partners to achieve results and the challenges they faced in the programme countries.

The MFA has provided additional guidance on the compliance with the OECD-DAC criteria (relevance, efficiency, effectiveness, coherence, sustainability and impact). Not all of the OECD-DAC criteria need to be applied, but at least effectiveness and coherence must be taken into account in the final evaluation, whereas the Just Future Alliance is interested in the sustainability of the programme. In addition an indication of the efficiency for key results should be given. The consultants must specify their choice of criteria and the methods used to assess them.

The design of the evaluation and used methods should minimise bias (of the respondents and of the evaluators) and include independent sources and triangulation of findings. Some bias will be inevitable, given the complexity of evaluating L&A results particularly in the context of fragile states, so the evaluators must explain to what extent they have been able to avoid bias.

ROLES AND RESPONSIBILITIES

Consultants:

Ideally a team of consultants can be contracted that includes local consultants in most of the programme countries, and incorporate visits to the remaining countries. The country teams of Just Future can assist with proposing local evaluators if needed to complete the team. Under guidance of a lead consultant, the team will prepare a proposal for the End-Evaluation that describes the methodological steps for each of the evaluation objectives, which they will further detail in consultation with the alliance during the inception phase of the assignment.

The evaluators will have at their disposal: the narrative programme reports, case studies, research reports and findings, as well as the outcomes documented by the programme (including unintended results) with a description of significance and contribution.

In the inception phase the consultants will study the available programme information and prepare a detailed workplan for discussion with the programme team. The plan will specify the ways that they gather opinions from programme stakeholders on the evaluation questions, and detail the criteria, tools and models used for analysis of the programme results. The methodology should also detail how bias is minimised. A flexible attitude is expected that allows for open discussions and refinement of the methodology.

Just Future Partners:

The international alliance partners and country partners will plan participatory workshops that support learning and fact-finding for the End-Evaluation. At least a (online) kick-off meeting and restitution workshop facilitated together with the consultants should be held per country and with the international partners, but depending on specific priorities additional meetings can be planned.

Reference Group:

A small group of at 2 external experts, a representative from MFA and 2 people representing the programme will guide and supervise the evaluation. The reference group will be involved in the selection of the consultants, in discussing the workplan and methodology, and in feedback on the evaluation report.

Further division of responsibilities:

1. Just Future International Secretariat (JFIS):
 - Lead internal reference group.
 - Contracting.
 - Coordinate the End-Evaluation between the consultants, alliance and countries.
 - Coordinate with MFA (DSH).
 - Provide programme documentation.
 - Feedback on deliverables of the evaluation.
 - Management response.
2. National Secretariats:
 - Assist with logistics in country.
 - Assist in contacting partners and stakeholders.
 - Assist with selecting independent local evaluators (when needed).
3. International Steering Committee (ISC):
 - Approve TOR.
 - Participate in validation workshop.
 - Approve report and management response.
4. National Steering Committees (NSC):
 - Participate in validation workshop.
 - Feedback on report.
 - Feedback on management response.
5. All Just Future partners:
 - Provide requested documentation relevant for the evaluation.
 - Participate in interviews and workshops when invited.
 - Coordinate specific reflection workshops when agreed it will complement the evaluation.
6. Dutch Ministry of Foreign Affairs - DSH:
 - Participation in the reference group.
 - Participate in validation workshop.
7. Consultants:
 - Coordinate proper implementation of the evaluation in accordance with the TOR and inception report.
 - Close collaboration and regular progress-checks with the JFIS and internal reference group.
 - Facilitate participation and open information sharing of the programme partners: national partners, international partners, MFA.
 - Clear and creative presentation of findings and recommendations for validation.

DELIVERABLES

- An inception report detailing a proposed methodology, calendar, sampling approach, data collection and analysis process.
- Data collection tools (e.g. forms and questionnaires).
- Clear presentation of findings for validation workshops per country (in respective languages French and English) and for overall programme.

- Report in English (max 30 pages, excluding appendices) that consists of (unless otherwise agreed upon):
 - Table of contents
 - Abbreviations
 - Executive summary (~3 pages)
 - Background information (short, no context analysis, just project specifics)
 - Methodology: Objectives, data collection and analysis and limitations of the study
 - Analysis and findings with associated data structured around the main evaluation questions.
 - An elaborated conclusion and recommendation section.
 - Appendices (to be further determined in consultation):
 - detailed research instruments
 - overview what data have been collected
 - indicator table showing baseline values and end-term values and explanations
 - list of interviewees
 - evaluator(s) brief biography

PLANNING, DELIVERABLES AND BUDGET

Time frame

STEP	DELIVERABLES	TIME
Feedback on TOR by the reference group and preparing the final version	Terms of Reference for publication	February - March
Call for consultants	Public announcement	March
Selection of consultants with assistance of reference group	Contract	April
Inception phase	Inception report with detailed methodology and planning	April - May
Implementation of the evaluation	Draft findings documented per country for feedback by programme partners	May - July
Report writing	Draft report	August
Validation workshop with representatives of programme partners	Workshop presentation Conclusions of the discussion	August - Sept
Final report	Final Report	September

Budget

The indicative budget for the end-evaluation is 100.000 Euro, which includes all costs such as VAT, transport, hiring local consultants and accommodation costs. The Just Future Alliance will cover costs for meetings and local transport during the country visits, for which countries have reserved budgets. Interpretation for the international validation workshop will be covered by the International Secretariat. Visits of consultants to fragile states are covered by the Cordaid insurance policy.

Consultancy fees (including VAT)	78.000
Travel allowance	3.500
Travel costs	15.000
Meetings, logistics	1.500
Report, including visualisation and translation	2.000
Total	100.000

PROFILE EVALUATION TEAM

Within the evaluation team the following knowledge, skills and experiences must be represented:

- Track record in carrying out programme evaluations
- Knowledge of and experience in fragile contexts
- Knowledge of the context of the six programme countries
- Strong skills and experience in qualitative research methods, particularly complexity sensitive MEL methods
- Familiarity with advocacy work
- Experience with evaluation of policy influencing and capacity strengthening
- Gender sensitive
- Strong writing skills with ability to present in an accessible style
- Availability to dedicate time the assignment in period March - October (2025)
- Fluent in English and French

Further, the consultants must adhere to Cordaid safety procedures and must possess a certificate of a travel safety course, or follow a safety course before travelling to the programme countries.

APPLICATION PROCEDURE

Interested parties are invited to apply by sending CVs (no more than 3 pages), an evaluation proposal, and 2 references. An example of a previous evaluation assignment must accompany the application.

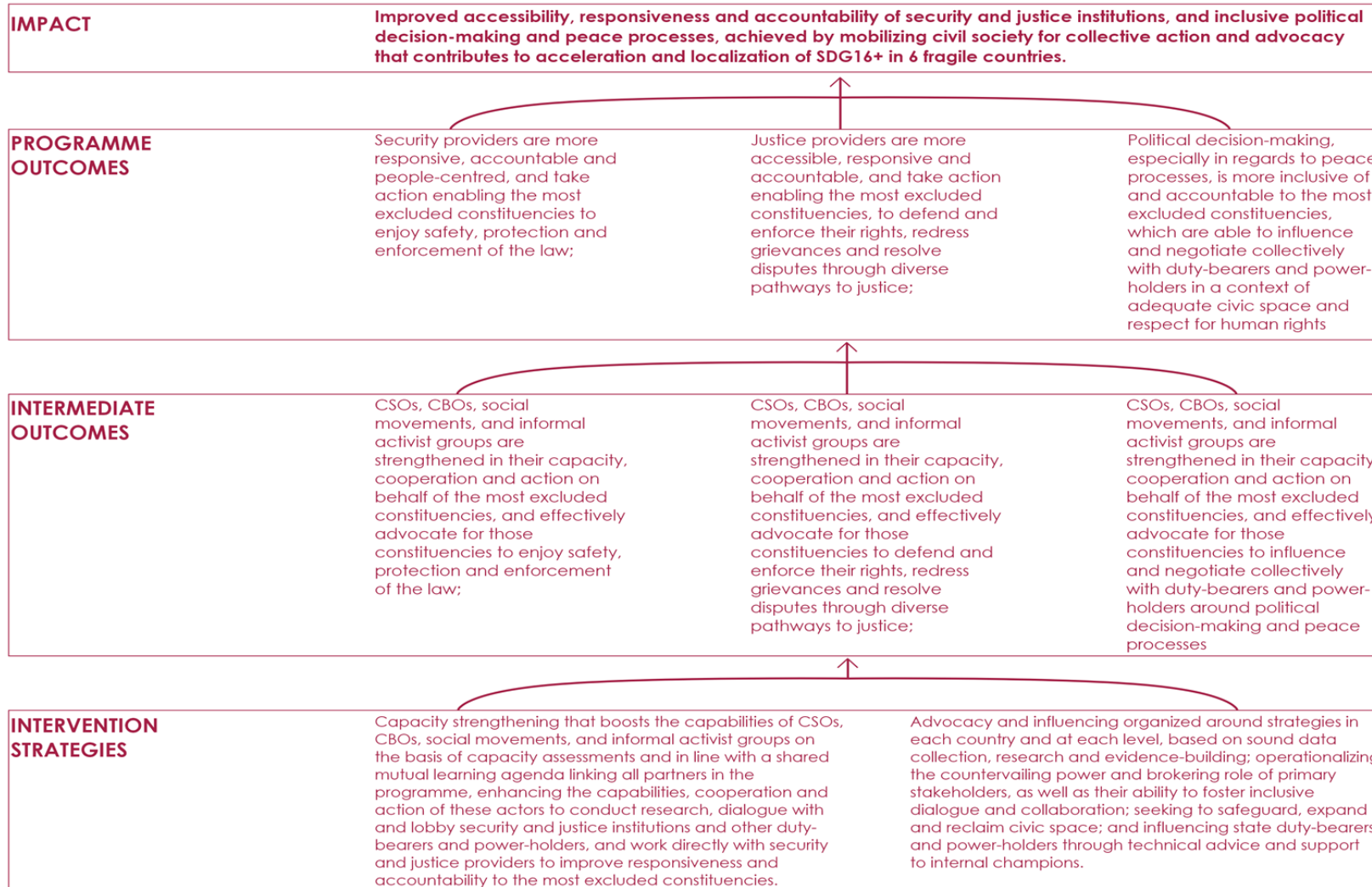
The evaluation proposal should include:

- A summary relevant skills and experience of the consultancy team, particularly concerning working in fragile contexts, inclusion and evaluating advocacy results.
- A clear task division between the lead consultant as main responsible evaluator and the other team members.
- A summary of the proposed technical process and methodology based on the Terms of Reference.
- A financial proposal, with total cost, including tax, and a breakdown showing the budget for professional fees and reimbursable expenses.

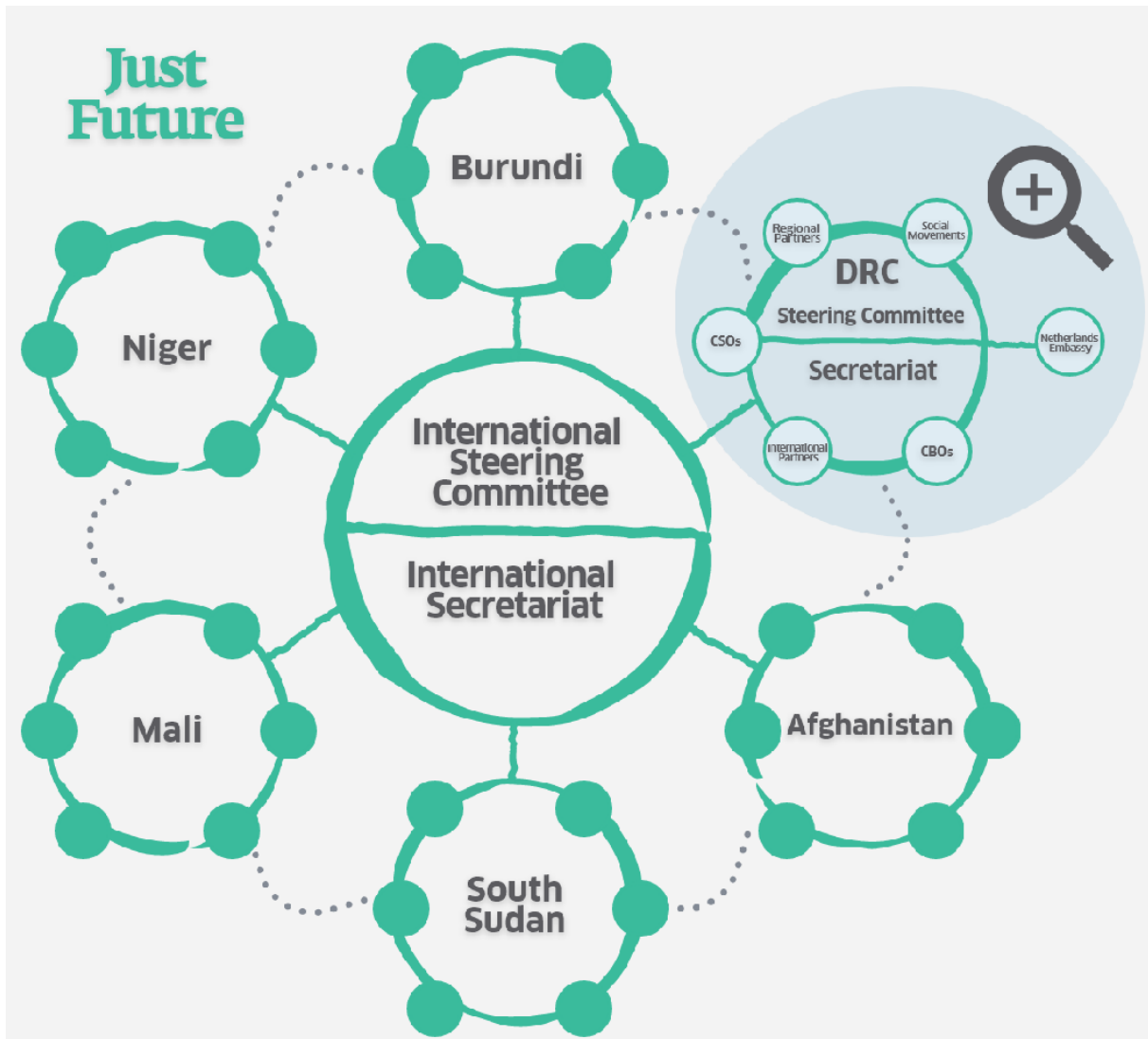
Please send your application by email to: koen.faber@cordaid.org and saber.gharbi@cordaid.org with "End-Evaluation proposal" as the subject title.

Application Deadline: **21 April 2025**

Annex 1: Theory of change



Annex 2: Governance structure



Governance arrangements

Representatives of the programme partners form the national-level and international steering committees (NSC and ISC) that take strategic decisions on cooperation and programme direction. Members of the steering committees will hold each other accountable to the Alliance values and programme progress in frequent meetings. Any issues that cannot be solved in the NSC will be delegated to the ISC.

Secretariats at international and national global levels (JFIS and NS) coordinate implementation of the programme based on the guidance provided by steering committees. The JFIS is hosted by Cordaid, the National Secretariats are hosted by Search for Common Ground in Mali and Niger and by Cordaid in Afghanistan, Burundi, DRC, and South Sudan. The situation may change over time in view of progressive Southern leadership.