

1. Background & Context: Prevention up Front (PuF) Alliance

Introducing the Prevention up Front Alliance

The Prevention up Front (PuF) Alliance is a five-year joint programme (2016-2020) that is led by GPPAC in an alliance with the World Federalist Movement – Institute for Global Policy (WFM-IGP), and is implemented in strategic partnership with the Dutch Ministry of Foreign Affairs under the ‘Dialogue and Dissent’ policy framework (see also Box 1). The PuF programme aims to build the capacity of civil society actors to influence intergovernmental and regional organisations, state actors, civil society and other conflict stakeholders to create, improve and implement conflict prevention mechanisms and norms in ways that are locally grounded and inclusive.

Box 1. The ‘Dialogue and Dissent’ policy framework

The ‘Dialogue and Dissent’ policy framework focuses on strengthening civil society organisations’ (CSOs) capacity for ‘lobbying and advocacy’ to enable CSOs to effectively voice alternative or dissenting views in a dynamic and increasingly global context. When strengthened, it is the belief that CSOs will be enabled to fulfil the role of advocates and lobbyists to contribute to sustainable, inclusive development for all and fight against poverty and injustice. This has been the reason for the Minister to enter into strategic partnerships with CSOs to stimulate complementary action to effectively advocate for change and influence policy.

The goals of the PuF results framework focus on three main themes (specified in Box 2):

1. Strengthening conflict prevention mechanisms and infrastructures
2. Reducing impunity
3. Increasing space and opportunities for civil society

Box 2. Goals of the PuF Alliance (summarised)

Under Goal 1, Strengthening conflict prevention mechanisms and infrastructures, the PuF Alliance seeks to (1.1) strengthen civil society capacities and disseminate and document civil society expertise to inform conflict prevention practices; (1.2) work together with other civil society and governmental actors; (1.3) improve policy and influence governmental actors to adopt recommendations from civil society; and (1.4) act on policies and operationalise norms for conflict prevention and peacebuilding.

Under Goal 2, reducing impunity, the Alliance seeks to (2.1) increase visibility and informed understanding of the international justice framework (Rome Statute System); (2.2) increase political support for international justice, accountability and the International Criminal Court (ICC); (2.3) strengthen legal frameworks and policy implementation

at the national level in pursuit of genuine investigations and prosecutions of international crimes; (2.4) build civil society capacities to effectively lobby and access the ICC and promote the integrity of the Rome Statute system; and (2.5) ensure the ICC is further developed into a fair, effective and independent court.

Under Goal 3, Increasing space and opportunities for civil society, the Alliance seeks to (3.1) increase the access of civil society, particularly that of its members, to relevant policy-and-decision-making arenas; (3.2) increase the credibility of civil society; (3.3) increase and diversify access to political spaces, supporting CSOs affected by repression in the process; and (3.4) ensure governmental actors include civil society and become more accountable in a systematic manner.

The two organisations of the Alliance, GPPAC and WFM-IGP, manage this program through their respective global secretariats and include three global networks: GPPAC itself, the Coalition for the International Criminal Court (CICC) and the International Coalition for the Responsibility to Protect (ICRtoP). The latter two networks are coordinated by WFM-IGP. The three networks mostly consist of CSOs and are the primary

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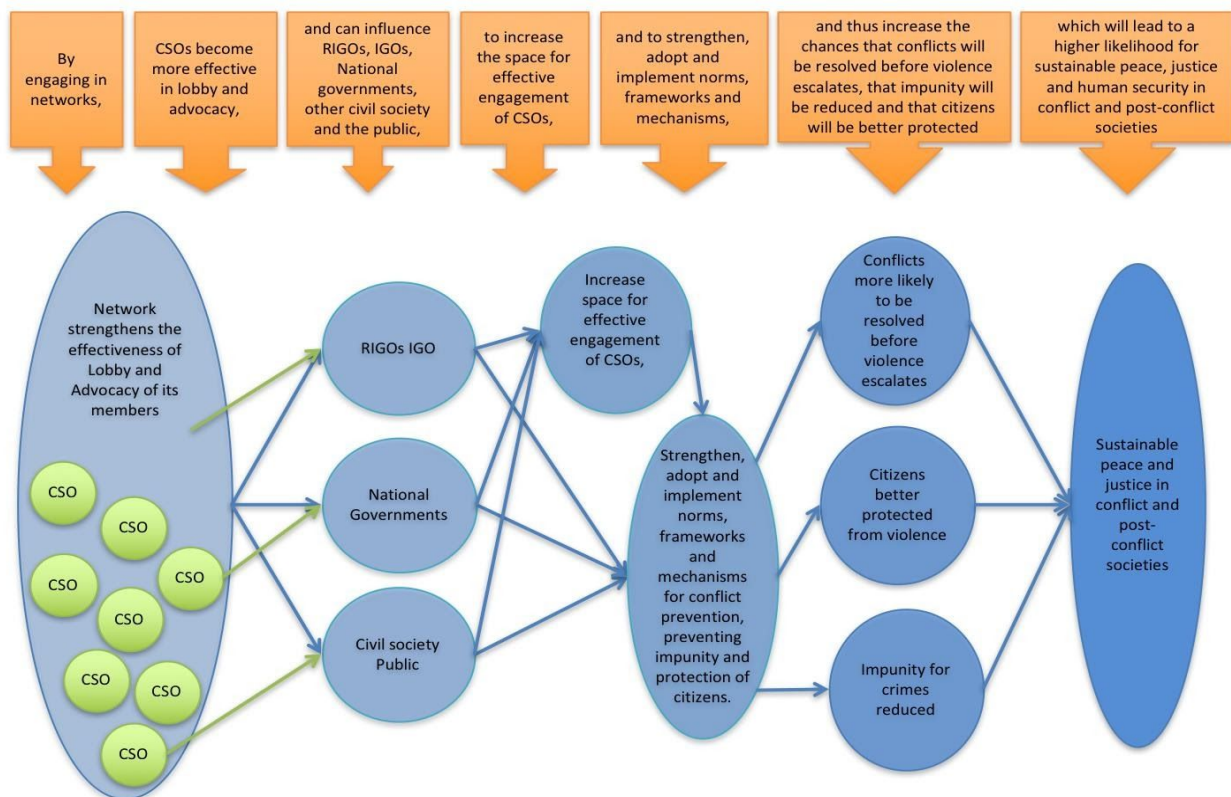
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target group of GPPAC and WFM-IGP to strengthen their capacities for lobby and advocacy. The majority of staff of the two global secretariats work in their respective offices in The Hague and New York. Most of the evaluation work can be executed in The Netherlands, as it involves evaluating international advocacy work, as well as the further analysis of a CSOs capacity assessment that is currently being conducted.

Theory of Change of the PuF programme

By engaging in networks, civil society organisations become more effective in lobby and advocacy and will be better equipped to open up space for effective engagement in policy arenas. They will be able to influence international organisations, regional organisations, national governments, civil society and the general public to strengthen, adopt and effectively implement norms, laws and policies for conflict prevention, prevention of impunity and the protection of populations in ways that are locally grounded and inclusive. This will increase the chances that conflicts will be resolved before violence escalates, that impunity will be reduced and that populations will be better protected, which in sum will lead to a higher likelihood for sustainable peace, justice and human security in conflict-affected and post-conflict societies. In order to lobby and advocate effectively, there needs to be sufficient political and institutional space for civil society to engage effectively with international, regional, national institutions and other societal actors.

Box 3. Theory of Change visualised (complete ToC is available upon request)



This Theory of Change is further elaborated in three Pathways of Change for each of the respective Programme Goals of the Alliance (annex). Each Pathway of Change specifies main actors and conflict prevention processes that were the focus of the Alliance and are part of this final term evaluation.

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2. Evaluation: Objective & Scope

Scope of the Final Term Evaluation

Per the requirements of the Dutch Ministry of Foreign Affairs (MFA), an independent final end evaluation shall be undertaken by an external party in 2020 which covers the full programme period 2016-2020. The effects of the PuF Alliance programme shall be evaluated under the Strategic Partnership policy framework 'Dialogue and Dissent' of MFA. The main evaluation question to be addressed will relate to the overall goal of this Policy Framework, which is to strengthen the lobbying and advocacy capacity of civil society organisations (CSOs) in the Global South.

The evaluation process shall be guided by the guidelines for evaluations of the Policy and Operations Evaluation Department of the MFA (IOB), and the 21 evaluation criteria of the IOB in the fields of validity, reliability, effectiveness, efficiency and usability. The methodology and the final evaluation report must comply with the quality standards for external evaluations set out in the IOB guidelines ([Link](#) to GPPAC Google Drive Document).

The five main themes of the Dialogue and Dissent Framework all need to be addressed:

- Capacity development of local CSOs for lobby and advocacy
- Legitimacy
- Advocacy initiatives/outcomes
- Civic space
- Gender

Objectives of the Final Term Evaluation

The main aim of the end evaluation is accountability towards the donor (Ministry of Foreign Affairs) and the CSO partners and their constituencies in the Strategic Partnership. The final evaluation will investigate the effects of the programme in achieving the overall goal set out in the Dialogue and Dissent Policy Framework of the Ministry, namely "to strengthen the lobbying and advocacy capacity of Southern civil society organisations".

The objectives are to:

- Determine the extent to which the PuF Alliance partnership has made progress (outcomes and potential impact) compared to the original objectives and Theory of Change and the more specific Pathways of Change for each of the 3 Programme Goals.
- Provide lessons on the relevance of the ToC.

The evaluation shall focus mainly on the advocacy outcomes achieved with contribution of the PuF programme.

Evaluation questions

Two main evaluation questions, with respect to *impact*, shall be investigated for the end evaluation, which are further operationalised in sub-questions relating to *effectiveness*, *efficiency*, *relevance* and *sustainability*:

4. To what extent did the PuF programme contribute to a strengthened capacity for lobby and advocacy of civil society?
 - a) What observable changes can be identified in the capacity for lobby and advocacy of civil society organisations connected to the PuF programme?
 - b) To what extent has capacity development support and/or collaboration with the PuF programme contributed to these changes? (effectiveness)
 - c) To what extent did these changes in L&A capacity contribute to (positive) changes in lobby and advocacy actions by CSOs connected to the PuF programme? (effectiveness)
 - d) To what extent was capacity development support provided by PuF in line with the needs of the involved CSO partners and with the priorities of the ministry? (relevance)
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- e) Were PuF's capacity development approach and interventions efficient to strengthen the capacities of CSOs? (efficiency)
 - f) To what extent do the changes in capacity of partner CSOs signify sustainable changes in lobbying and advocacy abilities at the organisational level and/or at the level of the three respective networks? (sustainability)
5. To what extent did the PuF programme achieve its strategic goals as set out in the beginning of the programme?
- a) To what extent do the outcomes demonstrate that the objectives have been achieved? (effectiveness)
 - b) To what extent did PuF contribute to these changes? To what extent did the Alliance select the most efficient intervention strategies to achieve the intended outcomes? (efficiency)
 - c) What has been the influence of enabling or restrictive aspects in civic spaces on outcomes and PuF contribution to changes? (effectiveness)
 - d) Comparing the planned final outcomes versus achieved outcomes, did change occur in the way we expected? (effectiveness)
 - e) What evidence exists to suggest that the observed changes are of relevance to achieve the 3 strategic goals of the PuF Alliance, including inclusivity and gender, and in relation to the underlying Pathways of Change? (relevance)
 - f) What evidence exists to suggest that the changes established will sustain after closure of the programme? (sustainability)
6. Theories of Change
- a) Do the results achieved by the PuF Alliance validate the ToC, the Pathways of Change and their assumptions?
 - b) Are the results achieved by The PuF Alliance relevant in view of the peacebuilding context in which the networks are operating? (relevance)

Methodology

Due to the nature of the PuF programme, with Outcome Harvesting and a Theory of Change as the main building blocks of the Monitoring and Evaluation (M&E) system, a mainly qualitative evaluation approach is expected. Outcome Harvesting has been used as the main monitoring tool during the implementation of the PuF programme and for the mid-term review, and the available outcome harvesting data shall form a major input for the end evaluation. The harvested outcomes include information how the PuF Alliance contributed to the reported change with underlying documentation that the evaluator can use for (further) contribution analysis. Substantiation of a number of outcomes collected during the programme period and triangulation with sufficient independent sources will be an important element, before these are used by the evaluators for further analysis. We expect the evaluator to select outcomes that capture all parts of the ToC and underlying Pathways of Change (especially parts of the ToC that require further investigation). The exact number and evaluation process shall be further developed by the evaluation consultant in the inception phase.

For the analysis of the outcomes, PuF has a database with all PuF outcome harvesting data. The February 2019 report of the Mid-Term Review provides data collected during the mid-term review and should be used to avoid duplication. The PuF Alliance currently undertakes a capacity-building analysis of a subsection of the CSOs that participated in the programme that needs to be reviewed and integrated into the Final Evaluation.

For answering several evaluation questions, interviews can be done with key informants from Alliance partners, network members (CSOs) and other involved partners and people, including targeted actors. For many questions a selection of CSO partners and GPPAC and WFM-IGP staff should be interviewed to illustrate examples related to the evaluation criteria.

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The complete evaluation approach is expected to be defined by the consultant, and should elaborate how the consultant will ensure that the evaluation will provide a representative conclusion on the whole programme.

This includes the substantiation / validation of a selection of already harvested outcomes in the programme, as well as identifying other, including unintended outcomes

3. Roles & Procedures

Roles and responsibilities

Lead Consultant

The lead consultant/consultancy team is responsible for the development and adaptation of data collection tools, data collection, analysis and report writing. The consultant shall organise an inception/kick-off meeting with the Alliance Evaluation Team before commencement of the desk work. After the deskwork, a debriefing and discussion of initial findings with the Alliance Evaluation programme Team and key programme staff members is expected.

PuF Alliance Evaluation Team

The Alliance Evaluation Team (to be specified who) shall facilitate the consultant during the evaluation process. Approval of the inception report and feedback on the draft report shall be given by the two alliance members GPPAC and WFM-IGP, and a coordinated response shall be prepared by the Alliance Evaluation Team. Formal approval of the final evaluation report shall be provided by the Alliance Evaluation Team. The Alliance Evaluation Team shall further consult the Ministry of Foreign Affairs/IOB at the necessary moments for their inputs and approval. In addition, the advice from the PuF Alliance's External Reference Group shall be included. The exact approach will be worked out within the coming months and specified during the inception phase.

External Reference Group

The PuF has established an External Reference Group (ERG) for this evaluation, which has an advisory role towards the MFA and the Alliance Evaluation Team during the development and implementation of the PuF Final Term Evaluation. Members provide their independent 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 'Dialogue and Dissent' programmes, and to ensure independence of the evaluation process.

The members of the External Reference Group are:

- Independent consultant Goele Scheers (focuses on the overall PuF Programme objective, the evaluation methodology and Goal 3 of the PuF Programme), specialized in supporting NGOs, networks and governmental institutions across the world in developing and improving their PM&E system. She is particularly specialised in Outcome Mapping and Outcome Harvesting.
- Prof. dr. ir. Georg Frerks, from Utrecht University (focuses more on Goal 1 of the PuF Programme): Georg Frerks holds a chair in Conflict Prevention and Conflict Management at Utrecht University and a chair in International Security Studies at the Netherlands Defense Academy. Frerks served for nearly twenty years in the Dutch Foreign Service and was head of the Conflict Research Unit of the Netherlands Institute of International Relations 'Clingendael'. Frerks focuses on contemporary intrastate conflicts and international and national conflict policies and interventions. He has worked for many years on the Sri Lankan conflict. The last few years Frerks was the academic coordinator of the EU-funded H2020 research project 'Whole of Society Conflict Prevention and Peacebuilding' (WOSCAP).
- Dr. Eamon Aloyo, from Leiden University (focuses more on Goal 2 of the PuF Programme): Eamon Aloyo is an Assistant Professor at the Institute of Security and Global Affairs. He is interested in a range of issues at the intersection of international relations and political philosophy, such as the responsibility to protect (R2P), just war theory, human rights, environmental politics and ethics, and global justice.

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Users of the Final Term Evaluation

The Dutch Ministry of Foreign Affairs will use the evaluation to share the achievements on the Dialogue and Dissent Framework to the Dutch parliament and other external stakeholders. The evaluation will be used by the PuF Alliance to reflect on programme achievement, generate knowledge and demonstrate accountability for the funding received towards the Dutch Ministry of Foreign Affairs.

Phases of the Final Term Evaluation

Inception phase

- Review of documentation: baseline analyses, Mid Term Review, annual reports, annual plans, outcome harvesting information 2016-2020, other relevant documents;
- Further operationalization of this Terms of Reference by the lead consultancy into evaluation methodologies, planning of processes of data collection, analysis and reporting (including deadlines) in collaboration with the PuF Alliance, resulting in a final inception report;
- Presentation of the proposed set-up for the Final Term Evaluation for key staff of the PuF Alliance for input and feedback.

Desk study (suggested)

- Analysis of the context in which the PuF programme has operated including changes in civic space;
- Qualitative and quantitative analysis of available outcome harvesting data of period 2016-mid 2020;
- Analysis of Pathways of Change and assessment of progress towards planned 2020 outcomes based on outcome harvesting data;
- Analysis of the capacity assessment data from the involved CSOs from the period 2016-mid 2020.

Interviews

- Interviews with key informants from Alliance partners, their key partners and others as deemed necessary, including targeted actors;
- Where possible, local CSOs (mostly network members of the PuF Alliance partners) should be involved;
- For many evaluation questions, a selection of CSO partners and staff of GPPAC and WFM-IGP should be interviewed to illustrate examples related to evaluation criteria.

Reporting

- Development of a draft evaluation report and in-person feedback round on the draft report with the PuF Alliance Evaluation Team and a few other experts,
- Sense-making meeting on the findings and recommendations through in-person and on-line meetings (or other form – to be discussed) with staff, key involved partners and a selection of network members (foreseen in November 2020).
- Presentation in The Hague of findings and recommendations of the Final Term Evaluation to the PuF Alliance, the Dutch Ministry of Foreign Affairs and other interested parties (foreseen in December 2020).

4. Deliverables and Time Schedule

Deliverables

The consultant is expected to deliver:

- An inception report (max 20 pages) containing the following elements:
 - A brief literature review of PuF and external literature related to conflict prevention and capacity development for lobby and advocacy.
 - Updated evaluation questions (if needed), based on literature review and interviews;
 - Updated timeline.
 - Evaluation matrix and detailed work plan.
 - Description of the methodology.
 - Limitations and management strategies.

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- Ethical considerations.
- (Draft) methods for data analysis.
- Draft data collection tools.
- A draft and final evaluation report (max 50 pages, annexes excluded) including:
 - An executive summary (up to 4 pages).
 - Description of methods and evaluation approach.
 - Key evidence and analysis.
 - Conclusions.
 - Recommended points for discussion for the respective Users of the Final Term Evaluation, foremost for PuF Alliance partners GPPAC and WFM-IGP.

The inception phase is anticipated to commence in March-April 2020 and the final evaluation report is to be completed no later than 15 November 2020.

Main deliverables Dates

- Submission of Inception Report 20 April 2020
- Data Collection April-August 2020
- Submission of Draft Report 15 September 2020
- Submission of Final Report 15 November 2020

Financial information

The maximum budget available is € 40.000. The Evaluator's proposal should include a breakdown including number of working days, consultant fees, travel costs, VAT/taxes, etc. Payments will be based on milestones as per the schedule above. All costs proposals should be made in euros.

Qualification and skills of the evaluator

The evaluator(s) are expected to meet the following qualifications:

- At least Masters qualification or equivalent experience in social sciences, international relations, conflict prevention and peacebuilding, human rights or related field, including in M&E ;
- Proven experience of conducting similar evaluations;
- Proficiency in qualitative methods of data collection and analysis;
- Experience in the use of outcome harvesting, including analysis of outcome harvesting data and substantiation;
- Experiences on PuF issues such conflict prevention, reducing impunity, capacity building of civil society;
- Excellent report writing and analytical skills;
- Fluency in English.

Application and selection process

This ToR will be shared with short-listed consultants and consultancy firms found in the networks of GPPAC and WFM-IGP.

Interested applicants or firms can apply for the position until 17 March 2020 by sending:

- Response to this Terms of Reference.
NB: the response can be formulated in general terms and does not mean to include a (detailed) plan. In the Inception Report - as part of the Final Term Evaluation - the selected evaluator will be asked to provide a detailed plan.
 - Proposed methodology.
 - Proposed timelines.
 - CV(s).
 - Example of relevant (and comparable) previous work with reference(s) to the commissioning agency/agencies.
 - Detailed budget, including rates, expenses, taxes, etc.
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The timeline for the selection process is as follows:

- 03 March 2020 ToR shared with possible consultants
- 17 March 2020 Deadline for submission of proposals
- 01 April 2020 Decision on selection
- 15 April 2020 at the latest start of Final Term Evaluation

For further information or questions, please contact Wieteke Overbeek, w.overbeek@gppac.net

Annex: Theory of Change for the Prevention Up Front Strategic Partnership (*available upon request*)