

External Midterm Evaluation of
FOKUS PROGRAM 1325 - COLOMBIA AND SOUTH SUDAN
Women, Peace and Security: Building Sustainable Peace (2019-2021)

TERMS OF REFERENCE

General objective	To evaluate the FOKUS 1325 PROGRAM, its implementation and results.
Locations	Norway, Colombia & South Sudan
Audience	FOKUS staff, implementing partners and donors.
Time scope	March 1 st , 2019, to September 30 th , 2021
Timeframe	The evaluation, including writing of the report, is expected to start week one, 2022 and the final report delivered by April 8 th , 2022.
Expected outputs	A report describing the evaluation method and scope, findings, lessons learned and recommendations.

1. INTRODUCTION

FOKUS, Forum for Women and Development is an umbrella-organisation consisting of 48 women's organisations based in Norway. FOKUS is a knowledge and resource centre with an emphasis on the spreading of information and women-centred development cooperation. FOKUS' primary goal is to strengthen women's empowerment, rights and access to resources. FOKUS builds partnerships with sister organisations internationally to realize women's rights and improve their situation.

Women, Peace and Security is one of FOKUS priority thematic areas. The objective is to strengthen women's organisations advocacy for peace and increase women's participation in peace building. FOKUS also aims to create stronger alliances, at both local, regional, national and international level, fostering political influence and pressure on authorities to further implement SCR 1325 and subsequent resolutions. FOKUS considers it crucial to increase women's organizations' influence on peace processes, supplementing initiatives implemented by Norwegian authorities to follow up Norway's National Action Plan on Women, Peace and Security (WPS).

FOKUS current program on WPS, focusing on Colombia and South Sudan, runs from 2019-2022. There is a dual purpose for this call for proposal for an independent mid-term assessment of the implementation of the program, to verify the results achieved so far as well as to provide insights and recommendations to guide our future work.

2. DESCRIPTION OF THE PROGRAM

The two programme countries are in different phases of peace processes and in their implementation of transitional justice (TJ) mechanisms. Still, they face many of the same challenges when aiming to secure women's participation and voice in the processes: Women often lack direct access to mediators or negotiation teams. There is no official, standardized mechanism for accessing information about ongoing processes and for ensuring women's interests.

The main goal of the programme is to strengthen the participation, influence and leadership of women in building sustainable peace in Colombia and South Sudan, as formulated in the two outcome-level **objectives** defined in FOKUS' results framework for the programme on Women, peace and security and directly contributing to **SDG 5: Achieve gender equality and empower all women and girls**:

1. to strengthen the participation, influence and leadership of women in building sustainable peace
2. to strengthen mechanisms to protect the rights of conflict-affected women and girls

The identified **pathways to lasting changes** are:

- Women are capable and empowered to pursue their rights and influence peace building and decision-making at all levels.
- Communities and social movements that understand the situation and role of women and facilitate women's equal participation
- Strong civil society voicing women's demands and the shortcomings of processes and affirming women's human rights.
- Responsive authorities and institutions that adopt and implement laws and policies – including budget allocations- to promote women's human rights and participation.

The **main target group** are socioeconomic marginalized conflict-affected women, with a particular focus on women human rights defenders, women that have been subject to sexual violence, indigenous women, Afro-descendants, ex-combatants, young and LBT women.

In **South Sudan** there is a specific focus on young women (18- 35 years), as prescribed by the United Nations Security Council's Resolution 2250 on Youth, Peace and Security¹. Sub-groups such as young women with disabilities, young refugee women, young internally displaced women will be especially targeted.

The program is funded through FOKUS' frame agreement with Norad, and implemented by the FOKUS secretariat, the country office in Colombia and local partners in both Colombia and South Sudan. The program is a continuation of FOKUS' work on implementing SC 1325, and builds among other on recommendations from the 2018 end-evaluation of a similar program covering Colombia and Sri Lanka.

The programme is implemented by eleven partner organizations, one in South Sudan and ten in Colombia with an overall annual budget of approximately NOK 9.000.000 allocated to activities in these two countries.

¹ <https://www.youth4peace.info/UNSCR2250/Introduction>

3. PURPOSE OF THE EVALUATION

The evaluation will carry out an independent assessment of the implementation of the FOKUS 1325 Program and its progress so far. The evaluation will assess the Program's efficiency, effectiveness, sustainability and impact and provide specific recommendations to FOKUS and implementing partners for future interventions.

The evaluation will assess the following dimensions of the program (based on the OECD definition of the **main evaluation criteria** is applied²):

- Impact: What differences has the intervention made?
- Relevance: Is the intervention doing the right things?
- Efficiency: How well are resources used?
- Effectiveness: Is the intervention achieving its objectives?
- Sustainability: Will the benefits last?

EVALUATION AUDIENCE

The primary audience for evaluation review is the FOKUS secretariat, Colombia offices, implementing partners and donors. The evaluation will be treated as an internal review but options for sharing learning externally will be discussed based on the final report

SPECIFIC OBJECTIVES

Identify the program's progress in achieving specific results and outcomes and in contributing to the ultimate goal of the program:

1. Identify, analyse and assess the achievement of program outcomes based on the results achieved, the indicators proposed and the baseline of the program.
2. Analyse and evaluate the strategies and methodologies used by the program, partnerships and the management model implemented by organizations to achieve results, identifying successes, constraints and obstacles encountered during program development
3. Identify lessons learned around addressing the central issue (women's participation and protection), managing the program and overcoming challenges or obstacles for program staff and partner organizations.
4. Analyse the added value of FOKUS, the tri-national nature of the Program and its implementation through the country office.
5. Develop specific conclusions and recommendations that are useful to partners and collaborating organizations, in order to optimize their opportunities and strengths, and to FOKUS for future interventions of women, peace and security-programs in Colombia, South Sudan and other countries.

² See <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> for a more detailed explanation of these.

4. METHODOLOGY

The evaluation will be conducted through a combination of desk study and fieldwork, and will include the following activities:

- Literature review of all central documents of the Program.
- Collection of primary data from key players/actors through interviews or other methods from FOKUS staff at head office and in Colombia, implementing partners and collaborating organizations with specific support, stakeholders and other relevant actors
- Focus groups with target population of the program.

Travels will be adapted to the current security and Covid-19 situation and thus specifically assessed and agreed between the evaluation team and FOKUS.

EVALUATION QUESTIONS

The assessment may include the following questions, the final list is to be further developed by the evaluation team:

Impacts: Analyse the Program's real and potential impact, measuring positive and negative aspects, as well as intended and unintended changes on women, institutions and society.

- Are there external factors that may endanger the impact of the program?
- Will the program contribute to development or improvement of national policies related to the central theme of the Programme (women's participation and protection).
- Are there unforeseen and unintended positive impacts on final beneficiaries?
- If there have been negative impacts on the target population, has the Program taken appropriate measures to mitigate such?
- Analyse the coordination and/or strategic alliances with relevant actors outside the Program that have contributed to the impact of the program
- How has the Program contributed to the implementation of SCR 1325 and subsequent resolutions?

Relevance: Analyse the consistency of the program, its strategies and expected results to the social, political and economic contexts of Colombia and South Sudan and the challenges faced.

- Assess the role and function of collaborating organizations (local and national). Identify organizations that have made strategic contribution to the program.
- Is the intervention well in tune with the national policies of Colombia, South Sudan and Norway?
- Are duty bearers addressed adequately?
- Is the strategy implemented the most appropriate? What other strategies or initiatives should have been implemented for achieving results?
- Do proposed innovations have a potential for replication?

Efficiency: Analyse the adequacy of the institutional structure and program management, including the capacity and the model of the management structure, for achieving the defined results

- To which extent has planning and implementation of the Program ensured efficient use of resources?
- Are the expected products/deliverables produced/developed satisfactorily and at the right time?
- How has the program engaged local capacities of the organizations involved to achieve the expected results?

Added value of FOKUS, including the local office in Colombia, in the achievement of results and impact of the program:

- What is the added value of the Program's organizational model, with a FOKUS secretariat, local office, partner organizations and collaborating organizations?
- How can the added value of FOKUS be improved?

5. DOCUMENTATION

All relevant supporting documentation will be available to the evaluation team and include:

- Program/ projects application, logical framework, activities matrix, timeline and budgets
- PME systems
- Narrative and financial reports 2019, 2020 and 2021
- End evaluation WPS Colombia 2018
- Publications and audio-visual products financed by the program
- Reports done by partner organizations and their networks on the program.

6. EXPECTED DELIVERIES

- A specific methodological proposal for the evaluation, including methodological techniques and tools.
- An inception report.
- An evaluation report in Word and PDF in both English and Spanish. The main sections of the evaluation report shall include:

1. Introduction
2. Explanation of applied methodology, scope, limitations and contents of the evaluation
3. Executive Summary
4. Description, analysis and assessment of the Program. Analysis of indicators and measure of the progress of the results qualitatively and quantitatively.
5. Program analysis based on the evaluation criteria listed above.
6. Qualitative analysis of the Programme's contributions to national women's movements.
7. Conclusions and recommendations. Recommendations should be practical and when pertinent specified for the different actors and stakeholders.
8. Annexes: evaluation method, work plan, list of activities, interviews and sessions for evaluation; and other relevant documents reviewed or prepared for evaluation

5. EVALUATION TIMETABLE

The evaluation, including writing of the report, is expected to be finalized by **April 8th, 2022**.

The timetable for the evaluation process follows bellow.

Date	Action	Location
November 15 th	Call for applications is published	
December 12 th	Deadline for submission of proposals	
December 16 th	Selection of Evaluation team is communicated	
December 22 nd	Signing of contract	
Jan 2022, week 1	Start-up meeting between evaluator and FOKUS	Oslo (virtual)
January 23 rd , 2022	Inception report is submitted	
Weeks 4-7, 2022	Interviews FOKUS staff in Oslo, Colombiaforum, Forum 1325, Peace and Reconciliation Unity at MFA, Norad, ambassadors, etc	Oslo (virtual)
	Collection of primary data; interviews, focus groups, field visits	Colombia and South Sudan (virtual)
March 12 th , 2022	Submission of draft report	
March 23 rd , 2022,	Feedback/comments from FOKUS.	Oslo
March 2022, week 13	Discussion with FOKUS on draft report, findings and recommendations	
April 8 th , 2022	Submission of final report	

8. BUDGET

The total cost of the evaluation will not exceed NOK 350 000, incl. VAT and taxes and all other direct and indirect costs related to the evaluation, including travel costs of the evaluation team, the total number of working days needed for the evaluation team, per diem, accommodation, and any other related costs.

9. AUTHORSHIP AND PUBLICATION

The final report will be the property of FOKUS and shall not be circulated to other parties by the author or any other parties without prior consent by FOKUS.

10. THE EVALUATION TEAM

The team shall have a designated team leader. The team must be gender balanced.

The evaluation team will need extensive knowledge on SCR 1325 and subsequent resolutions on Women, Peace and Security, and on women's rights and must:

- Have demonstrable experience of producing high quality, credible evaluations (references required)

- Have extensive knowledge and understanding of the South Sudanese and Colombian context and Norway's role in peace and reconciliation processes
- Have demonstrable experience of working with/evaluating development cooperation through NGO work
- Be familiar with participatory and partnership approaches and women's empowerment strategies
- Be fluent in English and Spanish (spoken and written).

11. RESPONSIBILITY OF FOKUS AND THE EVALUATION TEAM

FOKUS' responsibility

The program advisors for the 1325 program in Colombia and South Sudan and FOKUS' country director in Colombia will be main contact point between FOKUS and the evaluation team. Specifically, FOKUS will be responsible for the following action/s,

- Inputs to design the evaluation, key questions for research, providing information materials, providing feedback of the evaluation
- Coordinate field activities with partner organizations, and other stakeholders and acting as the liaison with the evaluation team
- Logistical arrangements
- Comment and provide input to the report
- Approval of deliverables

Evaluation team's responsibility

- Carrying out the evaluation
- Day-to-day management of the evaluation process
- Logistical arrangements for field visits if necessary
- Regular progress reporting to FOKUS
- Development of results and recommendations
- Production of deliverables in accordance with contractual requirements.

12. EVALUATION PREMISES

The evaluator must be free of any conflict of interests regarding the writing and submission of the evaluation and must be prepared to confirm that they are evaluating independently of external influences. Additionally, the evaluation team will adhere to the following principles at all times during the evaluation process:

- Anonymity and confidentiality of informants' opinions and assessments will be respected, including but not limited to: stakeholders, beneficiaries, CSOs and corporate sector companies.
- Responsibility: any disagreement within the evaluation team or between them and the program coordinators, regarding the evaluation conclusions and recommendations, will be mentioned in the final report.
- Integrity

- Independence
- Information check: the evaluation team will ensure and is responsible for the validation of the information received
- Correct and timely submittal of reports: if the reports (inception report, draft and final reports) are not submitted in due time and fashion (with an emphasis on quality and professionalism of the report) FOKUS may apply penalties as outlined in the contract between the parts.

13. PRESENTATION OF THE TECHNICAL PROPOSAL

The technical proposal should contain:

- Profile of the evaluation team.
- Proposed approach, methodology, timing and outputs – detailed description of the manner in which the evaluation team would respond to the ToR. Include the number of persons-days in each specialization considered necessary to carry out all work required
- A detailed work plan.
- Proposed team structure and team members (include CVs)
- Professional fee quotation indicating envisaged actions, the requested fee for the work in the job description
- Letter of interest (max one page)

Any request for clarifications should be referred to cmj@fokusvinner.no with copy to mmi@fokusvinner.no, and ics@fokusvinner.no

Deadline for submission of the technical proposal: **December 12th, 2021, at 23h59 (CET).**

After careful review of the proposals received, a final decision will be communicated no later than **December 16th, 2021.**

Proposals should be sent to:

mm@fokusvinner.no with copy to cmj@fokusvinner.no, mmi@fokusvinner.no and ics@fokusvinner.no.

FOKUS, FORUM FOR WOMEN AND DEVELOPMENT
November 15th, 2022