

RESEARCH AND ACTION FOR PEACE NETWORK
CALL FOR EXPRESSION OF INTEREST
Terms of Reference
END OF PROJECT EVALUATION

1. Introduction

The Consortium partners of the Research and Action for Peace Network (RECAP) project are soliciting proposals from certified Consultancy Firms/Independent Consultants to conduct an End of Project Evaluation. The deadline for the submission of technical and financial proposals is 30th September, 2025. The evaluation is aiming at independently examining the overall implementation of the project including its performance and results using the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impacts and sustainability), and also in line with the DAC Evaluation Quality Standards. Part of this also includes identifying key lessons and proffer recommendations for future actions. The Consulting Firm/Independent Consultant will be examining implementation in line with the Theory of Change and assumptions; assess the overall project design, strategies, approaches as well as partnership and coordination mechanism adopted by Consortium partners to effectively and efficiently deliver on objectively verifiable results as stipulated in the Action Description of the project.

2. Background

The RECAP is a 48-months project funded by the European Union (EU) and implemented by the West Africa Network for Peacebuilding (WANEP), the Danish Refugee Council (DRC) and the Stockholm International Peace Research Institute (SIPRI) in 18 countries of West Africa and the Lake Chad Basin. The primary objective of the project is to strengthen the role of civil society in effective peacebuilding, crisis management and prevention of conflict and violent extremism in the 18 countries covered by the project, and to also enable more informed decision making by policy makers. The idea behind the network is to respond to capacity gaps and limitations to collaboration between peacebuilding experts, policy makers and practitioners and to improve on the impacts, progress, and sustainability of peacebuilding research, policy and practices.

The Network was established to serve as an interactive platform for regional cooperation among already existing expert networks, think-tanks, civil society, implementing partners, regional organisations and governments to foster experiential learning, production of knowledge and scientific information as well as an objective grounds for discussions, debates, and cross-learning. Furthermore, the RECAP Network is promoting exchanges of expertise and best practices among professionals from West Africa, the Lake Chad basin and Europe.

3. The Purpose of the Evaluation

The evaluation is intended to independently examine the overall implementation of the project in light of OECD/DAC criteria, and also in line with the DAC Evaluation Quality Standards. This is to help determine the extent at which the project was able to achieve its overall objectives; and whether the project was implemented in accordance with the directives of the Action Description of the project; whether the overall strategy has been responsive to the challenges for which it was designed. Part of this effort will also be to propose future intervention strategies and issues to be considered at the end of the project No-Cost Extension.

The evaluation is also intended to capture lessons learnt and provide information on the nature, extent and where possible, the potential impact and sustainability of the REcAP project. The evaluation will assess the project design, scope, and analyze lessons learnt, challenges faced, and best practices obtained during implementation. The evaluation will also particularly focus on the implementation modalities, the roles and responsibilities, coordination, partnership arrangements, beneficiary participation, transfer of ownership and sustainability of actions. The evaluation will review project design and assumptions made during the project development process to determine results as against objectives. It will assess the extent to which the project results have been achieved as intended.

4. Scope of the End of Project Evaluation

The evaluation will cover the entire project period from 1st February 2022 to 31st January 2026. Initially designed for 36 months, the project was scheduled to end on 31st January 2025. However, following a request for a No-Cost Extension (NCE), an additional 12 months were granted by the EU, extending the project to 31st January 2026. In view of the above, the evaluation will focus on the entire implementation including the NCE period. The assignment will be conducted within 30 working days spanning from November-December 2025, and will involve effective engagement with consortium partners and other project stakeholders including the FPI Regional Team for West and Central Africa based in the EU Delegation to Senegal, purposive samples of members of the REcAP Network and project beneficiaries across the target countries in West Africa and the Lake Chad Basin. To achieve the evaluation objectives, the Consultant is expected to address the evaluation questions aligned with the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability), as well as the DAC Evaluation Quality Standards:

5. The Pre-Determine Evaluation Questions

I. Relevance

- To what extent were the objectives and design of the REcAP project appropriate to the needs and priorities of researchers, practitioners, and policy actors in West Africa and the Lake Chad Basin?
- How well did the project respond to the specific gaps in research, knowledge exchange, and peacebuilding practices in the target contexts?
- To what extent did the project remain relevant throughout its implementation period, including during the No-Cost Extension phase?

II. Coherence

- How coherent was the REcAP project with other existing or previous peacebuilding, research, and capacity-strengthening initiatives in the region?
- Were the project's objectives and activities complementary to those of consortium partners and the EU's broader strategies in West Africa and the Lake Chad Basin?
- Were there any overlaps or contradictions with other actors' interventions, and how were these managed?

III. Effectiveness

- To what extent did the REcAP project achieve its intended outputs and outcomes as stated in its logframe and contractual documents?
- How effective was the project in strengthening the REcAP Network as a platform for research, knowledge sharing, and action on peace and conflict issues?

- To what extent did the trainings delivered to practitioners enhance their capacities, skills, and knowledge to apply conflict-sensitive, gender-responsive, and climate-informed approaches in their work?
- What were the key factors that facilitated or hindered the achievement of results, including during the NCE period?
- Were there unplanned results, and how did these affect overall project effectiveness?

IV. Efficiency

- To what extent were financial, human, and technical resources used efficiently to deliver project activities and results?
- Were project management and coordination mechanisms (including between consortium partners) efficient in ensuring timely and quality implementation?
- Did the No-Cost Extension allow for efficient consolidation and closure of project activities without additional funding burdens?

V. Impact

- What significant changes (intended or unintended, positive or negative) have resulted from the REcAP project for:
 - Individual researchers and practitioners involved in the Network?
 - Institutions or organisations engaged in the project?
 - Policies, practices, or discourses related to peace and conflict in the target regions?
- To what extent did the trainings and network engagements translate into improved practices by practitioners in their organisations and communities?
- To what extent did the project contribute to strengthened research capacities and to the use of evidence in peacebuilding practice?

VI. Sustainability

- To what extent are the benefits and outcomes of the REcAP project likely to be sustained after its closure?
- How effective were the strategies put in place to ensure the sustainability of trainings, knowledge products, and the REcAP Network as a platform beyond EU funding?
- How strong is the ownership of the REcAP Network by its members and stakeholders, including women and youth actors?
- What mechanisms exist or are needed to continue promoting gender, youth, and climate change considerations in research and practice beyond the project's lifespan?
- What additional actions or strategies could further enhance sustainability and continued impact?

6. Methodology of the End of Project Evaluation

The End of Project evaluation will be carried out in accordance with ethical standard as well as OECD/DAC evaluation principles and guidelines. The evaluation will be conducted using qualitative and quantitative methods to help determine the implementation and performance of the project, and to also proffer recommendations. It will be carried out through a wider stakeholders' consultations including an effective engagement with the FPI Regional Team, Project Secretariat, Project Scientific Committee, and purposive samples of Members of REcAP Networks in the target countries in West Africa and Lake Chad Basin. Qualitative data will be acquired from stakeholders' consultations, and review of project documents. The above stated sets of pre-determined evaluation questions have been formulated by the Project Secretariat to guide the evaluation process. Similarly, quantitative data will pay critical attention to project outputs and outcomes, as well as the aggregation of participants according to gender, as well as expertise and the nature of institutions/Organisations. Data collected

will be disaggregated (by sex, age and location), where possible. The possibility of field visits to selected project target countries will be discussed with consortium partners.

6.1. Basic Documents for Desk Review

The following basic documents will be made accessible:

- Project proposal (full narrative and logframe) as approved by the EU
- No-Cost Extension request and approval documents
- Progress and interim narrative reports submitted to the EU
- Mid-Term Evaluation Report
- EU's Third-party monitoring (TPM) report commissioned by FPI Regional Team
- Other documents will be made available upon request by the Consultant.

7. Major tasks and Expected deliverables

Major tasks and expected Deliverables under this Consultancy Service will include the following:

- I. **Preliminary Briefing Meeting:** a preliminary briefing session will be held with WANEP/REcAP Secretariat to discuss and agree on the contents of the Terms of Reference, the methods of stakeholders' engagements, and also clarify tasks to be delivered. In the process, all required project documents needed by the consultant will be shared. Contractual issues will be discussed with WANEP, and consensus reached.
- II. **Inception report:** The Consultant is expected to prepare an inception report within five (5) working days starting from the date of contract signing. The Inception Report should:
 - Demonstrate deepen understanding of the TOR and clearly articulate how the pre-determined evaluation questions, deduced from OECD/DAC evaluation principles and guidelines, will be addressed.
 - Present the evaluation design, including methodology, sampling approach, ethical considerations, and limitations.
 - Include data collection tools and instruments (e.g. interview guides, FGD guides, surveys).
 - Provide an evaluation matrix summarising the evaluation questions, data sources, data collection and analysis methods, and criteria/measures for assessing each question.
 - Include a detailed work plan with a proposed schedule of tasks, activities, deliverables, and clear responsibilities for each task or output.
 - The Inception Report will be reviewed and approved by the REcAP Secretariat after incorporation of comments and recommendations.
 - The inception report will be discussed and agreed upon with all stakeholders during the preliminary briefing session.
- III. **Data Collection and Analysis**
The Consultant will:
 - Conduct data collection in line with the approved methodology.
 - Analyse data systematically against the evaluation questions and OECD/DAC criteria.
 - Triangulate findings from multiple sources to ensure validity and reliability.
- IV. **Draft Evaluation report:** The Consultant is expected to submit a draft Evaluation Report in line with proposed report format and checklist. The draft report will:
 - Present preliminary findings, conclusions, lessons learnt, best practices, and actionable recommendations.

- Highlight challenges encountered and mitigating measures.
- Be reviewed by consortium partners and the FPI Regional Team.
- Incorporate comments, suggestions, and recommendations received from stakeholders.
Feedback from stakeholders will be provided within five (5) working days after receipt of the Draft Report.

V. **Virtual validation meeting:** The Consultant will:

- Prepare and facilitate a virtual validation meeting with consortium partners and FPI Regional Team to present the preliminary findings, conclusions, and recommendations.
- Use the meeting to ensure that the evaluation results are accurate, credible, and supported by evidence.
- Integrate additional feedback from this meeting into the final report.

VI. **Final Evaluation report:** The Consultant will submit the Final Evaluation Report within five (5) working days after receiving comments on the draft. The final report will:

- Incorporate all feedback from consortium partners and the FPI Regional Team.
- Be clear, well-organised, comprehensive, and ready for dissemination.
- Provide a thorough account of the evaluation process, findings, conclusions, lessons learned, and recommendations.
- Adhere to EU policy standards and quality assurance requirements.
- Not exceed fifty (50) pages excluding annexes.
- The report will be submitted electronic, and if possible, hard copy versions will be also submitted.

Table: Timeline for Deliverables and related Activities

Output Deliverables	Activities	Contents	Output Deliverables	Timeframe
Preliminary briefing held with WANEP/RECAP Secretariat	Discuss content of the TOR, evaluation design, methodology, detailed work plan as well as contractual issues.	<ul style="list-style-type: none"> • The required Project documents stated in 5.2 will be shared during the debriefing meeting; • Contractual issues will be discussed with WANEP. • Coordination and working modalities will be discussed and consensus reached. 	Inception report produced	Within 5 working days of contract signing
Inception Report produced	Inception report presented for comments, suggestions and recommendations	The contents of the inception report will include methods, evaluation tools, workplan, detailed pre-determined evaluation questions as well as approaches to be adopted.		
Documents review and stakeholder consultations conducted to produce the first Draft of evaluation Report.	<ul style="list-style-type: none"> • Review project documents received during the inception meeting. 	<ul style="list-style-type: none"> • The literature and desk review provide in-depth understanding of project, its implementation trajectory and key actions. • It will have helped to identify outputs and outcome 	Draft Report Produced	

		deliverables, as well as lessons learned, challenges and best practices.		
Field Visit and data collection and analysis	Data collection in selected the target countries (to be agreed upon) conducted including the following: <ul style="list-style-type: none"> • One-on-one structured/semi structured interviews conducted • Organise a Focus Group Discussions with selected members of the REcAP Network and beneficiaries. 	Data collection, analysis, debriefing and presentation of draft Evaluation Report		20 days
Virtual validation meeting organised	<ul style="list-style-type: none"> • Presentation of final evaluation report at a virtual meeting. 	Stakeholders will ensure that the findings, conclusions, and recommendations presented in the evaluation report are accurate, credible, and supported by evidences.		
Submission of Final evaluation report	Final report submitted incorporated the comments and suggestions, and recommendations proffered at the validation meeting.	The final report produced in accordance with OECD/DAC Evaluation Quality Standards	Final Report Produced	5 Days
Total number of working days for the Consultancy Service				30 Days

8. Structure of the Final Evaluation Report

- I. **Cover Page:** Title of the Evaluation report, project name, date, and name of consultant(s)/consulting firm.
- II. **Executive Summary:** A concise summary of the key findings, conclusions, and recommendations (3-4 pages). The Executive Summary should be written as a stand-alone section that can be shared with decision-makers and partners.
- III. **Table of Contents:** Including list of tables, figures, and annexes for easy navigation
- IV. List of Acronyms and Abbreviations
- V. **Introduction:** Background information on the project (objectives, target areas, duration, partners), purpose objectives and scope of the evaluation (1-2 pages).
- VI. **Methodology:** Detailed description of the evaluation design and approach, data collection methods and tools, sampling strategy and respondents reached, data analysis techniques used, ethical considerations and limitations of the evaluation (3-4 pages).
- VII. **Situational analysis** with regard to the outcome, outputs and partnership strategy (3-4 pages)
- VIII. **Analysis of opportunities** to provide guidance for future intervention (3-4 pages).

- IX. **Appendices:** charts, terms of reference, field visits, documents used and reviewed. This should also have supplementary materials such as data collection tools, detailed data tables, list of individuals or organizations that contributed to the evaluation, or additional background information.
- X. **Findings (Organised by OECD/DAC criteria) (around 20 pages)**

- Relevance
- Coherence
- Effectiveness
- Efficiency
- Impact
- Sustainability

For each OECD/DAC criterion:

- **Key evidence and examples:** Present data and evidence collected addressing the evaluation questions under the criterion. Include quantitative results (where applicable) and qualitative insights with illustrative quotes or examples.
- **Best Practices:** Highlight any approaches, strategies, or modalities identified as effective and replicable.
- **Lessons Learned:** Note operational or strategic lessons emerging from project implementation.
- **Prospects and Challenges:** Discuss opportunities for future programming or sustainability identified, as well as key challenges faced during implementation (internal or external).

- II. **Analysis of findings and implications:** Provide an in-depth interpretation of findings across criteria: identification of patterns and trends, reflection of significant insights and their implications for RECAP Network's future strategic direction, Consortium members' programming, and EU and partners' policies and funding decisions (2-3 pages).
- III. **Conclusions:** Summary of key findings. Overall assessment of project performance and added value, including reflections on what worked well and what could be improved (2-3 pages).
- IV. **Lessons Learned and best practice:** Practical and context-specific lessons that can inform similar future projects or networks. Transferable insights for consortium partners, the EU and other peacebuilding actors (1-2 pages).
- V. **Recommendations:** Clear and actionable recommendations targeted to WANEP and Consortium partners and the EU aimed at informing future initiatives (3-4 pages). Recommendations should be prioritised and, where possible, time-bound.

9. Cost of the Consultancy Service and Mode of payment

As part of the application and selection process, interested Consulting Firm/Independent Consultants are expected to submit a detailed budget proposal on 30th August 2025. The selected applicant will discuss with the leadership of WANEP to reach a consensus on the technical proposal and budget submitted. Payments will be based on stakeholders satisfaction. Implicitly, payments will only be made when the deliverables have been assessed and approved by the stakeholders of the project to be of excellent quality in line with the EU standard. The taxation laws of Ghana regulating Consultancy Services will be taken into consideration.

The following mode of payments will be adopted and agreed upon.

- 30% will be paid upon submission and approval of inception report.
- 20% will be paid upon approval of the draft evaluation report
- 50% will be paid upon validation and approval of the final evaluation report

10. Management Arrangement

The consultancy service will commence with initial briefing with the leadership of WANEP and project team at the Secretariat level. The selected consultant will report to WANEP through REcAP Coordinator. The Coordinator will provide technical guidance on the evaluation and ensure independent evaluation process. The Coordinator will manage the entire evaluation process, and provide logistical support to the Consultant.

11. Time-Frame for the Evaluation Process

The evaluation will be conducted within 30 working days, spanning from 1st November 2025 to the 11th December, 2025. The consultant will prepare a table with tasks, timelines and deliverables, for which he/she will be responsible and accountable. This will be submitted as part of inception report.

12. Qualifications, skills and experience required

Post-graduate degree in Social Sciences, Peace and Conflict Studies, International Relations, Political Science, Public Policy and Management, Development Studies, or a related field;

- I. Minimum of 7 years of relevant professional experience in monitoring and evaluation of projects related to peacebuilding and conflict prevention in the African context;
- II. Proven track record of working on monitoring and evaluation projects in West Africa and the Lake Chad Basin, with deepened understanding of the regional context and dynamics.
- III. Proficiency in both qualitative and quantitative research methods, with a focus on conflict analysis and peacebuilding evaluation frameworks;
- IV. Familiarity with participatory evaluation methods that engage researchers and practitioners, such as local CSOs, and other stakeholders.
- V. Excellent written and verbal communication skills to produce clear, concise, and well-structured reports;
- VI. Strong interpersonal skills to engage with project staff, beneficiaries, and other stakeholders in a culturally sensitive manner;
- VII. Fluency in English and French is essential, given the multilingual context of West Africa and the Lake Chad Basin. Knowledge of Portuguese would be an added advantage;
- VIII. Strong organizational and time management skills to handle multiple tasks and meet deadlines;
- IX. Familiarity with digital tools for remote data collection and analysis;
- X. Experience in evaluating similar EU funded project will be an added advantage.

13. Application Process and Procedures

Interested Consulting Firms/Independent Consultants are required to submit the following:

- i. **CV/Resume** indicating all past experience from conducting similar evaluations, as well as the contact details of at least three (3) professional referees;
- ii. **Cover letter** outlining how he/she meets the skills set out in the terms of reference, confirmation of interest and availability to deliver on this consultancy service within the stated period. This should also include brief description of why the individual considers him/herself as the most suitable candidate for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.

- iii. **Submission of Technical Proposal** with consideration to sound evaluation design, methodology and detailed work Plan. This will include the proposed methodology including understanding of the assignment and innovativeness of the approach to conducting the evaluation.
- iv. **Submission of Financial Proposal** indicating the all-inclusive fixed total contract prices, supported by a breakdown of costs, and also with consideration to Ghana taxation law.

14. Application Procedure and Selection Criteria

All application will be evaluated in accordance with the Evaluation criteria stated below:

The offer will be evaluated by using the best value for money and a scoring method. Only shortlisted candidates will be contacted for interviews with the panel. All proposals will be evaluated following the criteria outlined below:

Selection Criteria	Contents	Percentage Scores	Max Points
At least a Master's Degree in Social Sciences, Peace and Conflict Studies, International Relations, Political Science, Development Studies, or a related field. A Doctoral Degree in any related field will be an advantage.	<ul style="list-style-type: none"> • Relevant qualifications to the field of Monitoring and Evaluation • Relevant qualifications and transferable skills appropriate for the assignment and tasks involved 	10%	10
Technical proposal with consideration to sound evaluation design, methodology and detailed work Plan in compliance with OECD/DAC criteria (relevance, effectiveness, efficiency, impact and sustainability), and DAC Evaluation Quality Standards	<ul style="list-style-type: none"> • Technically sound methodology presented. • Methods and tools appropriate for the tasks involved. • Innovative approach presented • The proposal addresses the objectives, scope and context of the evaluation • The pre-determined evaluation questions are well-constructed and easily understood. • Realistic workplan towards delivering the tasks within the intended timeframe • Technically sound financial proposal (How cost effective?). 	40%	40
<p>Proven evident-based experience in monitoring and evaluating peacebuilding, conflict prevention and VE programme in the context of West African and the Lake Chad Basin;</p> <p>Proven evident-based experience in evaluating similar EU funded peacebuilding and conflict prevention programme</p>	<ul style="list-style-type: none"> • CV/resume shows similar evaluations conducted. • CV/resume shows similar EU funded peacebuilding and conflict prevention projects evaluated 	35%	35
At least 7 years of experience	CV/Resume shows years of experience	10%	10
Fluency in English and a working knowledge of French	Fluency in French and working knowledge in English?	5%	5
Total Scores		100%	100

15. Application Deadline and Instructions:

Applications must be received by 30th September, 2025. All applications must be submitted electronically to recapsecretariat@wanep.org with copy to: wanep@wanep.org, with **“Technical and Financial Proposal for End of Project Evaluation-REcAP”** in the subject line.