

TERMS OF REFERENCE

FOR AN END OF PROJECT EVALUATION OF 'INSPIRED+'

1. Background information

INSPIRED+ is an EU-funded project that supports local actors in nine different countries in identifying, analysing and monitoring those domestic policies that hinder the full implementation of the UN human rights and ILO labour rights conventions relevant to the EU's Generalised Scheme of Preferences Plus (GSP+). It is implemented in Armenia, Bolivia, Cape Verde, Georgia, Kyrgyzstan, Mongolia, Pakistan, Paraguay, and the Philippines.

The logic of intervention is based on the economic incentives under the GSP+ that provide a unique window of opportunity to open and support spaces for policy dialogue between the government and other key stakeholders, namely civil society organisations (CSOs) and social partners. Each policy dialogue process aims to contribute to the nurturing of trust between all stakeholders, increase capacities of CSOs and social partners in monitoring and advocacy, and lead to the adoption of locally owned Roadmaps for Reform outlining an agenda towards the full implementation of the relevant UN and ILO conventions.

Following the [INSPIRED method for inclusive and participatory policy dialogue](#), all processes are structured in the following three phases:

Collective Assessment

- Mapping of relevant actors;
- Analysis of the selected policy area;
- Identification of key factors for the full implementation of relevant UN & ILO conventions.

Consensus Building

- Joint identification by CSOs, state actors and other relevant stakeholders of policy reform priorities (through workshops, focus groups and team building activities);
- Participatory drafting of a Roadmap for Reform outlining an agenda towards the full implementation of relevant UN & ILO conventions.

Monitoring & Advocacy/Alignment

- Monitoring the full implementation of the Roadmaps for Reform;
- Coordination of joint advocacy actions by CSOs and social partners.

The project is implemented by a consortium composed of the European Partnership for Democracy (EPD), the Netherlands Institute for Multiparty Democracy (NIMD), and the World Leadership Alliance - Club de Madrid (WLA-CdM). Each of the nine policy dialogue processes is facilitated by a local 'Hosting Structure' that has expertise in the policy area and is able to convene a wide range of actors.

The **European Partnership for Democracy (EPD)** is a non-profit organisation supporting democracy worldwide. It comprises fourteen European civil and political society organisations from eleven EU Member States present in Africa, Asia, Europe, the Middle East and Latin America. Located at the heart of the EU district in Brussels, EPD has established itself as a key player on EU democracy support, both vis-à-vis the EU institutions and member states, as well as the wider democracy support community (experts, CSOs, donors). Through innovative and collaborative methodologies based on the development of effective partnerships, EPD facilitates the exchange of knowledge and good practices around the world.

The **Netherlands Institute for Multiparty Democracy (NIMD)** assists political parties in new and emerging democracies. The organisation's approach is characterised by facilitating dialogue. NIMD provides safe environments for political parties in a country to meet, overcome distrust and work together on political issues. In addition, NIMD also works directly with parties to strengthen their capacities, and provides education programmes for potential politicians. NIMD works in more than 20 countries in Africa, Latin America, the Middle East, Asia and Eastern Europe.

The **World Leadership Alliance - Club de Madrid (WLA-CdM)** is the world's largest, independent group of democratic, political leaders, committed to addressing the challenges of democratic transition and consolidation there where they can make a difference. The principal added value of the World Leadership Alliance - Club de Madrid is a unique membership of nearly 100, democratically elected, former Presidents and Prime Ministers, from over 60 countries, willing and able to share their diverse expertise, experience and networks in support of democratic values and leadership worldwide. As former Presidents and Prime Ministers, no longer in public office, World Leadership Alliance - Club de Madrid Members are not politically constrained and thus freer to share their experience and offer strategic advice.

2. Objectives

EPD is currently seeking a consultant or team of consultants to conduct an end of project evaluation of INSPIRED+. The purpose of the evaluation is to assess the extent to which INSPIRED+ has contributed to outcomes in terms of changed behaviours, relationships, actions or activities among the individuals, groups, networks or organisations that are participating in or interacting with the project.

EPD may decide to use the evaluation's findings and to commission additional, complementary evaluative research focusing on inclusive and participatory policy dialogue as a method in development cooperation.

The primary users of the evaluation are project staff of EPD, WLA-CdM, NIMD and the nine local 'Hosting Structures'. The evaluation should enable them to learn from the project's outcomes in view of improving planning, implementation and steering of similar policy dialogue processes. It should also enable them to reflect on the strengths and weaknesses of the INSPIRED method for inclusive and participatory policy dialogue.

The secondary user of the evaluation is the European Commission (EC). The evaluation should enable EC staff to have an overview of the results achieved through its funding. It should also enable EC staff to use the information to reflect on the effectiveness of similar programming and projects in development cooperation and democracy support.

Finally, the evaluation should provide the wider community of organisations working on democracy support with insight on the sort of outcomes that can be delivered through these kinds of interventions.

3. Methodology and deliverables

Outcome Harvesting should be used as the main evaluation tool. Outcome Harvesting is a utilisation-focused, participatory tool that enables evaluators, grant makers, and programme managers to identify, formulate, verify, and make sense of outcomes they have influenced when relationships of cause-effect are not always known.¹ Unlike most other evaluation methods, Outcome Harvesting does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change.¹

The consultant or team of consultants will assume full responsibility over the evaluation process, which should follow the six steps of Outcome Harvesting, which are:

1. Design the harvest;
2. Review documentation and draft outcomes;
3. Engage with human sources;
4. Substantiate;
5. Analyse and interpret;
6. Support use of findings

As primary users of the evaluation, project staff of EPD, NIMD, WLA-CdM and the local 'Hosting Structures' will be consulted during **Step 1**, the design of the harvest. EPD staff will also take a role in **Step 2**, by providing first draft outcomes that are based on project documents (e.g. reports by local 'Hosting Structures'). For **Step 3**, the consultant or team of consultants will facilitate the first of the nine workshops (one in each project country) to engage with human resources. The EPD Programme Manager and EPD Programmes Coordinator will be present during this workshop as they will take a lead in organising and facilitating the eight remaining workshops in each country. Responsibility for **Step 4**, **Step 5**, and **Step 6** will be assumed entirely by the consultant or team of consultants, enabling an external verification of outcomes.

¹ For more information on Outcome Harvesting:
https://www.betterevaluation.org/en/plan/approach/outcome_harvesting

The main deliverable of the evaluation is an **evaluation report** that answers a previously agreed set of evaluation questions. The following is an initial list of these evaluation questions (subject to revision):

1. In which social and political actors has the project influenced change, and to what effect?
2. To what extent do outcomes represent progress towards the project's overall and specific objectives (as stated in the log frame)?
3. Which activities in inclusive and participatory policy dialogue, in particular with regards to the INSPIRED method, were most effective in influencing change?

The evaluation report should have roughly 40 pages and an executive summary of no more than 5 pages. A list of all substantiated outcomes should be annexed. A preliminary version of the report should be submitted to EPD for review ahead of the final deadline.

5. Timeline and budget

The evaluation should start no later than 1 February 2019. The evaluation report is due on 30 April 2019. Activities related to the support to the use of findings may take place after 30 April 2019.

The maximum budget available is 30 000 EUR, including VAT and all other costs. This includes an estimated 5 days for the in-country workshop (for preparation, travel and facilitation). Travel and subsistence costs associated with the in-country workshop will be borne by EPD outside of this budget.

5. Application procedures

Interested candidates are to send a letter expressing their interest to leonhemkemeyer@epd.eu until **30 November 2018 (17h00 CET)**. A CV that lists previous experience in project evaluations should be attached. Shortlisted candidates will be subsequently invited to provide a full financial and technical proposal.