

## SEARCH FOR CONSULTANT/S EXTERNAL EVALUATION OF WANEP 2021-2025 STRATEGIC PLAN IMPLEMENTATION

West Africa Network for Peacebuilding (WANEP), a Regional Civil Society Organization whose mission is to enable and facilitate the development of mechanisms for cooperation among civil society-based peacebuilding practitioners and organizations in West Africa, seeks a consultant/s to evaluate the implementation of its 2021 – 2025 Strategic Plan which ends in December 2025.

The evaluation will assess how effectively WANEP has been able to achieve results on its objectives and Theory of Change within the strategic period. The evaluation, which is one of the statutory accountability processes, will also serve as a learning mechanism, drawing lessons from intervention approaches and results. It will provide insights for the organisation and its network members and inform the development and implementation of its 2026-2030 strategic plan. In addition, the findings of the evaluation will facilitate appreciation by core and project funding partners, and ECOWAS and AU, of the organisation's program achievements in order to guide their subsequent support and partnership with WANEP in its new strategic period (2026 – 2030).

### Person/Consultant(s) specification

WANEP is a network organisation with national secretariats in 14 West African countries and a focal point in Cape Verde. The selected consultant(s) may execute the evaluation in a team. However, the consultancy team would be represented in the contract by the Lead Consultant. The lead consultant shall be fully responsible for the evaluation process including the report as well as determined communication timelines with the WANEP Evaluation Reference Group made up of the Programme Director, Regional Coordinator-M&E, Human Resource & Admin. Manager.<sup>1</sup>

### Application

Interested consultants are invited to apply by sending a i.) technical proposal and ii.) financial proposal. In the assessment of the bids each applicants' technical proposal accounts for a total of **70%** whilst the financial assessment accounts for **30%** of the overall score.

### Technical Proposal and Score:

i.) Expected Elements		
#	Technical Element	Score
1	Executive summary, explaining why the Consultant/s is suitable for the task	10%
2	Complete list of the CV/s for the proposed consultant or consultancy team.	5%
3	Division of tasks among the consultancy team across the assignments' tasks.	5%
4	A well-elaborated and detailed methodology, clarifying how the Consultant intends to address the various components of the evaluation as per the ToR as well as details on the sampling approach and scale.	30%
5	Detailed action plan in line with the time frame set in the Terms of Reference.	10%
6	A list of at least three recent similar evaluations/assessments conducted, in addition to two professional references.	10%
ii.) Financial Proposal		
7	Detailed budget with total cost in USA Dollars, including tax, in addition to a detailed outline of professional fees and reimbursable expenses.	30%

<sup>1</sup> The Evaluation Reference Group in WANEP plays the role of an Evaluation Manager in other contexts. The Evaluation Reference groups used by WANEP ensures inclusivity, teamwork and collaboration between logistics management and evaluation content management. The inclusion of the Programme Director who is also the Deputy Executive Director, provides the highest oversight for quick decision making throughout the evaluation process.

## Evaluation of Applications

- **Qualifications of the evaluation team.**
- The evaluation team should consist of a minimum of two members and should be gender diverse.
- The Consultants must not have been involved in the design or implementation of the programme being evaluated.
- The Lead Consultant should have at least 10 years of experience in the field of peace and security, with proven experience in leading and conducting evaluations of at least 5 projects/programmes in the area of peacebuilding/conflict prevention in accordance with the OECD/DAC Quality Standards for Development Evaluations (two reference examples to be submitted as part of the application process).
- All team members must have a minimum of five years of experience in conducting evaluations, including semi-structured interviews and focus group discussions, in fragile and sensitive contexts.
- At least one member of the team must have demonstrable knowledge and experience in West Africa.
- Fluency in both written and spoken English is a must. Proficiency in French and Portuguese of one of the team members, will be an added advantage.
- Proven expertise on the human rights-based approach, gender, youth responsive and conflict sensitive approaches.

All key WANEP documents and publications can be downloaded at <http://www.wanep.org/> Applications with subject title, "**End-Evaluation proposal**" are to be submitted to [wanep@wanep.org](mailto:wanep@wanep.org) by 9<sup>th</sup> September, 2025.

## External Evaluation of WANEP 2021-2025 Strategic Plan Implementation – Terms of Reference (ToR)

### I. Introduction

#### Broader Peace and Security Context

The region continues to grapple with the transnational challenges of violent extremism, organized crime and communal violence especially along the Sahel corridor with spill-over effects threatening the stability in the littoral states of Benin, Cote d'Ivoire, Togo and Ghana. This has increased the population of internally displaced persons and refugee flows along border areas that further constitute pressure points to an already weakened social service and development.

West Africa's demographic weight of 70% youth of the overall population size of 443,115,596 million<sup>2</sup>, has still not been translated into the much-needed socio-economic dividend. According to the African Development Bank, each year, out of 10-12 million African youth that enter the labour market, only three million among them can access formal jobs leaving the vast majority to be vulnerable to

exploitation by terrorist groups, cartels and violence contractors<sup>3</sup>. In the most fragile and poorest countries, the risk factors are even higher. In Mali for instance, the poverty rate was estimated at 45.4%<sup>4</sup> in 2021, while Niger recorded about 42%<sup>5</sup> in the same year.

The Women, Peace, and Security (WPS) thematic landscape in West Africa from 2021 to 2025 has been marked by persistent challenges for inclusion in governance, political participation, and security decision making. Despite policy frameworks promoting inclusivity, the region has struggled with weak implementation of national and

<sup>2</sup><https://www.worldometers.info/world-population/western-africa>

population/#:~:text=The%20current%20population%20of%20Western,among%20subregions%20ranked%20by%20Population.

<sup>3</sup> [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Brochure\\_Job\\_Africa-En.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Brochure_Job_Africa-En.pdf)

<sup>4</sup> <https://www.afdb.org/en/countries-west-africa/mali/mali-economic-outlook>

<sup>5</sup> <https://www.afdb.org/en/countries-west-africa-niger/niger-economic-outlook/#:~:text=The%20social%20situation%20remains%20precarious,poverty%20at%2042%25%20in%202021.&text=Real%20GDP%20is%20projected%20to,sectors%20growing%20at%20least%205%25.>

international commitments, inadequate political will, structural and socio-cultural barriers that hinder women and youth participation in decision-making. In Senegal's 2024 presidential elections, no female candidates represented major political parties, and the new cabinet, though youth-driven, had only 13 per cent female representation. In Ghana, the 2024 parliamentary elections saw only 14.8 per cent female candidates, while Côte d'Ivoire reported just 13.4 per cent women in its 254-seat parliament. Nigeria remains one of the lowest-ranking countries in West Africa regarding female political representation, with only 20 women out of 469 lawmakers, far below the 35 per cent target in the National Gender Policy, 2006.<sup>6</sup>

Recent regional political developments with the withdrawal of Niger, Burkina Faso and Mali from ECOWAS to establish the Alliance of Sahel States (AES) further compounds the complexities of the region. The departure of the AES countries from ECOWAS increases the vulnerability and diminishes the capacity of the region to counter trans-national insurgency by armed nonstate actors, which worsens national security as well as the safety and wellbeing of

citizens. The interface of global geopolitics especially with the Russia's growing influence in the AES countries and the competitive multi-polarity between the global North, Middle East, Russia and China is defining political alignments and uncertainties for regional stability.

The region is also faced with the effects of inflation as countries such as Nigeria, Ghana, Sierra Leone and The Gambia recorded inflation rates of 34.8%, 23.5%, 13.78% 10.27% respectively<sup>7</sup>. These fluctuations impact on micro economies, weakening the socio-economic index that manifested in reported increase of public protests. Its negative impact on the democracy and governance space is highlighted by the dwindling political interest and trust by citizens as exemplified by the growing sympathies across West Africa for coup and Unconstitutional Changes of Government (UCG).

Irrespective of these challenges, positive outcomes exist within the region with the successful elections and political transitions recorded over the past few years in Nigeria, Liberia, Senegal and Ghana among others. Opportunities for multilateral dialogue that define future diplomatic relations between ECOWAS and AES still exist, as indicated by gestures of goodwill for free movements across the regional arrangements.

It is within these existing dynamics that WANEP in its 2021-2025 strategic plan and its partners implemented peacebuilding programmes with the overall goal of enhancing the capacity of citizens and states towards achieving sustainable peace and development.

### **WANEP Strategic Plan 2021-2025**

The implementation of WANEP's 2021 - 2025 Strategic Plan commenced in January 2021 and is scheduled to end in December 2025. The overall budget of WANEP's strategic plan is USD 25,316,423, ADA supports its implementation with EUR 2,5 million, and SIDA with 55 million Swedish kronor. Several other donors contribute through earmarked funding. An estimated number of 72,100 people are intended to directly benefit from activities implemented under WANEP's strategic plan in the region.

The WANEP Regional strategic plan presents the overarching framework that facilitates operations of its 14 National Network Secretariats in Benin, Burkina Faso, Cote d'Ivoire, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, The Gambia, Togo and a focal point in Cape Verde. You may see detail at [www.wanep.org](http://www.wanep.org). In addition to WANEPs 2021-2025 strategic plan, individual National Networks and the Focal Point in Cape Verde have their own plans, which are independent but feed into the WANEP regional secretariat's plan.

<sup>6</sup> Global Voices Report 2024. <https://globalvoices.org/2024/11/20/nigeria-ranks-lowest-among-sub-saharan-african-countries-in-womens-representation-in-parliament/> (Accessed on 25/03/2025).

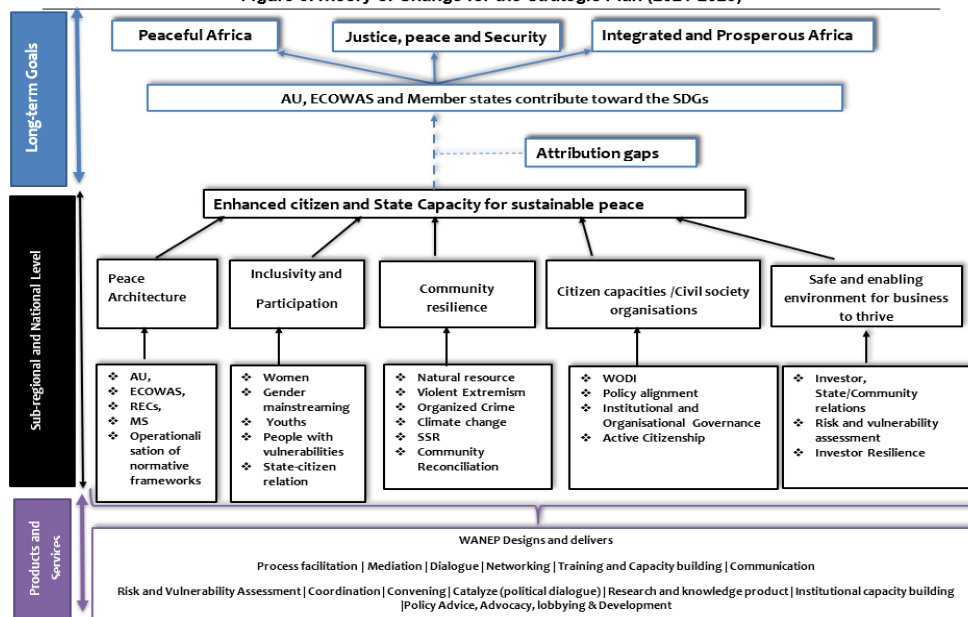
<sup>7</sup> <https://tradingeconomics.com/country-list/inflation-rate?continent=africa>

Strategically, WANEP facilitates and supports the development and operationalization of the peace and security framework as well as related normative frameworks in the region and on the continent. The strategy it implemented aimed at pursuing six key strategic priorities:

1. To enhance the use of early warning in support of response initiatives – by this objective, WANEP collects and provides early warning data and analysis to ECOWAS, AU, national governments and other partners and stakeholders who need the information to take response actions to prevent or minimise conflict and violence. WANEP also employs its early warning expertise in its Election Monitoring, Analysis and violence Mitigation (EMAM) program
3. To strengthen women and girls' capacity for policy influencing and provide dialogue spaces for their meaningful contribution to addressing emerging peace and security issues. Under this objective, WANEP and partners enhanced girls and women capacities, built Women Peace and Security (WPS) advocacy networks to enhance the WPS agenda. This objective also enhanced the development and implementation of UNSCR 1325 and the practicalisation of the Continental Results Framework across the region.
4. To broaden the Peace Education programmes and support youth participation and voice in issues of governance, peace and security. WANEP's work under this objective spanned from the establishment and provision of technical support to Youth for Peace (Y4P) Networks, facilitating and creation of spaces for advocacy by the youth, creating avenues for the amplification of youth voices for inclusion such as, the Youth Summit and the building of a new generation of empowered youth leadership through the Youth Transformational Empowerment and Mentorship (Y-TeaM) programme.
5. To expand community resilience and build the capacity of institutions to perform their mandate effectively in human security. This objective provides the fulcrum around which all WANEP capacity building revolves. It facilitates the capacity building of both national and regional organisations, provides technical support and facilitates the design and establishment of peace infrastructures and other peacebuilding mechanisms in West Africa and beyond.
6. To increase WANEP's research capacity towards supporting policy advocacy, providing knowledge products for effective decision making and leveraging partnerships. Under this objective, WANEP and partners conduct research around peace and security and uses the findings of the research to inform and support policy influencing and implementation.
7. To strengthen WANEP's institutional capacity and that of its member organisations to deliver on their mandate. This is the enabling objective of WANEP. It provides the framework around which the organisation builds its capacity and that of its member organisation, reflects, learns, manages knowledge, enhances performance, mobilises funds and publicises its work to increase visibility.

The Strategic Plan's Theory of Change is as follows:

Figure 6: Theory of Change for the Strategic Plan (2021-2025)



Within the framework of WANEP's Theory of Change, the national secretariats have set specific objectives aligned to the context of their countries. As such each national network programme presents unique areas within the broader WANEP constellation and supported by converged regional strategic process.

In line with WANEP's Network Accountability, Learning and Planning System (NALPS) which recommends periodic and strategic reviews and evaluations, and in fulfillment of the strategic accountability and learning agreement reached with WANEP's core funding partners (SIDA, ADA), this end-term evaluation of the 2021-2025 strategy is conducted in 2025.

## II. Purpose

The **main purpose** of this evaluation is to provide evidence-based learning to inform WANEP's subsequent strategic plan (2026-2030) development and programme implementation. The evaluation, even though summative, will provide formative and enhancement-oriented evidence and recommendations. It will assess how effectively WANEP has been able to achieve results linked to the strategic objectives within the Theory of Change and whether WANEP's work remains pertinent in the region. Drawing lessons from intervention approaches and results showing long-term change characteristics, should provide insights for WANEP to build on and enhance its peacebuilding work in the region.

In addition, the evaluation is expected to support core partners, SIDA and ADA in identifying how results achieved contribute to their strategic goals, what their support has helped to achieve within the period and what kind of support may be needed in WANEP's next strategic period. The evaluation and its recommendations shall be a useful information for ECOWAS and AU Commissions to know how the WANEP partnership has played a complementary role in the AU and ECOWAS conflict prevention framework. The evaluation shall also identify results for donors of earmarked funding to know how their funding support has contributed to achieving WANEP's strategic objectives.

## III. Specific Objectives

Specifically, the evaluation will seek to achieve the following:

- To assess the **relevance, effectiveness and sustainability** of WANEP's strategic plan and its implementation;
- To evaluate which elements of the strategic focus have been successful towards conflict prevention, and which ones less so, and why

- Assess how the organisation has strengthened its governance, resource mobilisation capacities and that of its member organisations to deliver on their mandate
- To develop evidence-based findings, conclusions and recommendations that will inform the development of WANEP's next strategic plan (2026-2030)

#### **IV. Scope**

The evaluation covers the period from the beginning of the implementation of the strategic plan to the end of data collection for this evaluation. The evaluation will cover all strategic priorities of the Plan. It will review the existing Theory of Change and test selected pathways of change. Data collection will be conducted virtually and in person. In-person data collection in the field will be carried out in Ghana and Mali in addition to virtual data collection from Guinea Bissau, Benin, The Gambia and Burkina Faso. The evaluators shall meet the Evaluation Reference Group in Accra in a physical kick-off and clarification meeting. There shall also be an online validation

workshop. The Evaluation Reference Group and the selected consultant(s) shall jointly validate the pre-selected WANEP National secretariats for field and online engagements.

#### **V. Evaluation Questions**

##### **Relevance**

1. How relevant were WANEP's peacebuilding interventions to conflict prevention and violence mitigation in West African states (at the local and national levels)?
2. How was the implementation of WANEP's 2021-2025 strategic plan pertinent to the goals of the ECOWAS Conflict Prevention Framework (ECPF) and the AU's African Peace and Security Architecture (APSA)?
3. How well did WANEP include UNSCR 1325 on Women, Peace and Security, UNSCR 2250 on youth, peace and security, and environmental considerations in strategy and implementation?
4. How well did the implementing stakeholders adapt the strategy and its results framework to changing needs and contexts?

##### **Effectiveness**

5. To what extent has the implementation of the strategic plan achieved outcome'-level results (e.g. practice change, behaviour change among target stakeholders) and which ones?
6. To what extent have WANEP's training, capacity-building, technical support, early warning outputs and publications informed responses by various actors (security agencies, IGOs, CSOs) and with what results?
7. What effects (intended, unintended, negative, positive) have outcomes had on the lives of the intended target beneficiaries? Have effects been different for women, men and different age groups and how?
8. How well did earmarked funding complement the implementation of WANEP's vision-driven strategic plan and contribute to results achievement?
9. Which concrete results have been achieved in the implementation of UNSCR 1325 across all strategic priorities at regional, national and local levels?

## Sustainability

10. To what extent are results achieved integrated in existing national and community policies, structures and processes to enable long-term change?
11. What are the prospects for results being sustained?
12. What is the extent of achievement of WANEP's organisational strengthening and resource mobilisation objective?
13. What are key learnings and prospects for the institutional sustainability of WANEP (at regional and national level)?

## VI. Evaluation approach and design

The evaluation team should use a mixed methods approach, drawing from both qualitative and quantitative data. Methods must include (at a minimum):

- Document review, including monitoring data and evaluative evidence; WANEP will provide the evaluator/s with the following documents: WANEP 2021-2025 Strategic

Plan, WANEP 2021-2025 Strategic plan Midterm Review Report, WANEP 2021- 2024 Annual Reports, updated Results Framework, reports from earmarked projects, List of research reports conducted by WANEP, WANEP's Annual Peace and Security Reports (annual outlook, thematic reports).

- Key informant interviews with a wide range of stakeholders
- Focus group discussions with end beneficiaries and other key stakeholder groups;
- Direct observations during data collection on the ground in the capital and identified rural communities (WANEP will provide ground transport for rural community data collection).

If deemed feasible and useful, also a survey can be conducted. The proposed methodology shall be tailored for both verification of results and facilitation of learning. The consultant(s) shall present a methodological approach suitable for the evaluation. The specific approach for the consultancy will be detailed in the submitted inception report and approved by the WANEP Evaluation Reference Group.

The evaluation approach and design must be participatory, gender-sensitive and human rights based. Data collected and analysed for this evaluation must be disaggregated by gender, age and other variables in line with the scope of this ToR.

The evaluation must be consistent with the ethical standards of **independence, objectivity, transparency, validity, reliability, feasibility, correctness, cost-effectiveness and usability.**

The following deliverables are expected:

- Evaluator(s) shall undertake desk review, preliminary interviews and analysis and produce an **Inception Report (IR)** which shall be submitted to WANEP and core partners (SIDA, ADA) for comments and quality check (see suggested timeline below). For structure and content requirements of the IR see Annex 5 of the [ADA PP Evaluation Guidelines](#), pp. 46-47).
- After finalizing and acceptance of the IR, evaluator(s) will proceed with inquiry processes, collect data, perform analysis and synthesis of data and present preliminary findings to WANEP for feedback and clarification where necessary (see suggested timeline below).



- Based on the feedback received from WANEP and partners, evaluator(s) will draft evaluation report and submit same to WANEP for comments and quality check. (see suggested timeline below) For structure and content requirements of the evaluation report see Annex 6 of the [ADA PP Evaluation Guidelines](#), pp. 48-50.
- Following comments received from WANEP, Evaluator(s) shall finalize the evaluation report and send it back to WANEP and partners for final review, acceptance and closure to the contract.
- All feedback to the draft inception and evaluation report will be submitted to the evaluation team in a designated feedback matrix. The evaluation team, in turn, will document in the same matrix how/whether it has taken into consideration the feedback submitted. For the feedback matrix template, go here: <https://www.entwicklung.at/en/ada/evaluation>

#### Evaluation duration and Schedule (September 2025 – February 2026)

Evaluation Phase	Estimated Working days	Timeline	Deliverable/Outputs
<b>a.) Kick-off &amp; Inception</b>	<b>40</b>	<b>15 Sept – 5<sup>th</sup> Nov 2025</b>	
Document Review and Desk Research	15	15 - 30 Sept 2025	Synthesis Analysis/Realist Portfolio Review/ Systematic Review
Kick-off meeting (virtual/in-person)	2	1-2 Oct	PowerPoint presentation
Exploratory Interviews	5	Early Oct	Contextual Understanding
IR including development of data collection instruments	18	Late Sept to end October	Draft IR Feedback Matrix, Final IR
<b>b.) Data Collection</b>	<b>69</b>	<b>Early Nov -mid-Dec</b>	
Logistical Preparation for data collection in Ghana and Mali	4	Early November	
Virtual Data collection (Guinea Bissau, The Gambia, Burkina Faso, Benin, Austria, WANEP liaison secretariats at the AU (Addis Ababa) and ECOWAS (Abuja) commissions, other as relevant)	30	Mid November – mid December	
Data collection in-person in Ghana and Mali	30	Mid Nov– mid Dec	
Data Processing	5	mid November	
<b>c.) Analysis and Reporting</b>	<b>39</b>	<b>late Nov to mid-Feb 2026</b>	
Data Analysis and Triangulation	10	End Nov 2025	
Presentation of Preliminary Findings and Recommendations workshop (virtual)	4	Early Dec, 2025	PowerPoint on evaluation Findings and Recommendations
Draft Evaluation Report with feedback loops	25	Mid Jan 2026	Draft Report, Feedback Matrices, Final Report (English)
Final Evaluation Report		End February 2026	
<b>d.) Reserve days</b>	<b>4</b>		
<b>Total</b>	<b>152</b>		



Preliminary findings and recommendations to inform the development of the 2026-2030 strategic plan, shall be available by the end of November 2025, and shall be presented in PowerPoint in a virtual workshop to facilitate ongoing development of WANEP's next strategic plan. The final report shall therefore be submitted not later than **28 February 2026**, in the form of an electronic copy in MS word and in Portable Document Format (PDF) and in English.

## **VII. Tasks/Responsibilities**

### **WANEP**

Coordination - The Evaluation will be coordinated by an Evaluation Reference Group (Programme Director, Regional Coordinator-M&E, HR/Admin Manager) at the WANEP regional secretariat led by the Programme Director while the Regional Coordinator M & E and the HR/Admin manager shall be the focal points for operational and logistical engagement with the consultant(s). The responsibilities of the Evaluation Reference Group include:

- The contact point for the consultant(s) in the preparation and implementation phases of the evaluation.
- Facilitate discussions and agreements between Evaluator/s on timelines, methodology for the validation of draft report
- Facilitate access to all relevant information sources and documents as required by the consultant(s)
- The logistical support as required by the consultant(s) in line with the ToR and contract.
- The contracting and payment of the consultant(s) on behalf of WANEP.

### **Consultant(s):**

- Lead the evaluation in accordance with the specific objectives and criteria in the ToR.
- Engage regularly with the Evaluation Reference Group to request relevant documents and information, and provide update on progress and any challenges encountered.
- Document lessons learnt from the perspective of beneficiaries, partners and other stakeholders and make recommendations on how WANEP can improve on delivering its mandate and strategic objectives.
- Provide clear and creative presentation of findings and recommendations for validation.
- Discuss and agree with the Evaluation Reference Group, timelines and methodology for the validation of draft report.
- Incorporate the feedback from the validation workshop organized by WANEP and;
- Finalize the report for dissemination to relevant partners and stakeholders.

## **VIII. Summary Deliverables**

- All deliverables are in English
- Sign contract after carefully reviewing and accepting all articles and clauses therein
- Attend kick-off and clarification meeting physically or online as may be discussed and agreed by both WANEP and consultant/s based on the context.

- Inception report in accordance with structure and content quality criteria of Annex 5, ADA Guidelines for PP evaluations.
- Presentation of preliminary findings
- Evaluation report in accordance with structure and content quality criteria of Annex 6, [ADA Guidelines for PP evaluations](#) of not more than 40 pages, excluding appendices.
- The ADA [Results Assessment Form](#) will be submitted with the draft evaluation report as a separate document.