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Mid-Term Review (MTR) 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 to review the implementation of its 2021 – 2025 Strategic Plan at the midterm stage.

The MTR will assess how effectively WANEP has been able to achieve results or is on course to achieving results on its programme objectives within the Theory of Change of the strategic period. The MTR has primarily a learning purpose, drawing lessons from intervention approaches and results. The review will also provide insights for the organisation and its network members to build on and will be used for adjusting the implementation of the strategic plan where necessary. The findings of the MTR will be used by Board and Management of the organisation to guide subsequent activity implementation in 2023 and also for the planning of 2024 activities

The MTR will document achievements based on expected milestones and outcomes in the 2021-2025 strategic plan and its accompanying logframe. The review and its recommendations shall be a useful tool of information for WANEP, core and earmarked funding partners, ECOWAS, AU and other strategic partners. The review will provide directions and recommendations to enhance implementation and also to correct anomalies where applicable.

Person/Consultant specification

WANEP is a network organisation with secretariates in 14 ECOWAS member states. This may therefore influence the scope and language requirement of the selected consultant. The selected consultant may execute the review alone or in a team. The team would however be viewed in the contract as one consultant. The lead consultant must therefore undertake to be personally involved for at least half of the working period and must be responsible for the report writing process and also in communication with the WANEP MTR Reference Group.

Qualifications of (Senior) Evaluator:

- At least 8 years-experience of leading in at least 5 evaluations/reviews of peacebuilding projects.
- Experience in evaluating development cooperation projects in accordance with the OECD/DAC Evaluation Quality Standards.
- Experience in the development cooperation field, specifically in the conflict prevention and peacebuilding field.



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- Vast experience in working in West Africa.
- Fluent in English and preferably also in French.
- Strong skills and experience in qualitative research methods, particularly complexity sensitive MEL methods
- Experience with evaluation of policy influencing and capacity strengthening work
- Gender sensitive and knowledge of youth, peace and security
- Availability to dedicate time and ability to deliver on time (June-August 31, 2023)

Applications with CVs and reference evaluations/ evaluation outputs of interested and qualified persons are to be submitted to vazumah@wanep.org by May 20th 2023

Terms of Reference (ToR) for the Mid-Term Review of WANEP's 2021-2025 Strategic Plan Implementation

I. Background

The implementation of WANEP's 2021 - 2025 Strategic Plan commenced in January 2021 and is scheduled to end in December 2025. June 2023 will therefore mark the mid point of implementation of the strategic plan. Even though individual National Network secretariates

in the 14 ECOWAS member states have strategic plans, the WANEP Regional plan remains the overarching plan that all others contribute to.

The overall goal of WANEP is to enhance the capacity of citizens and States towards achieving sustainable peace and development. Strategically, WANEP intends to facilitate and support the operationalization of the peace and security architecture and normative frameworks governing the region; especially the implementation of the early warning and response mechanisms, the deployment of the normative frameworks (including APSA) on the continental level, ECPF at the ECOWAS level, and supporting the operationalization of early warning and response for national peace and security apparatus of the Member States. WANEP seeks to capacitate citizens and States' capacity to deploy appropriate responses based on credible research and early warning reports, to activate the normative frameworks of AU, ECOWAS and the member states in response to conflicts. The strategy aims at pursuing six key strategic priorities:

1. To enhance the use of early warning in support of response initiatives
2. To strengthen women and girls' capacity for policy influencing and provide dialogue spaces for their meaningful contribution to addressing emerging peace and security issues
3. To broaden the Peace Education programmes and support youth participation and voice in issues of governance, peace and security
4. To expand community resilience, and build the capacity of institutions to perform their mandate effectively in human security
5. To increase WANEP's research capacity towards supporting policy advocacy, providing knowledge products for effective decision making and leveraging partnerships
6. To strengthen WANEP's institutional capacity and that of its member organisations to deliver on their mandate

In line with WANEP's own Network Accountability, Learning and Planning System (NALPS) which recommends periodic and strategic reviews and evaluations, and in fulfilment of the strategic accountability and learning agreement reached with WANEP's core funding partners, a midterm review of the implementation of the 2021-2025 strategy is due in June 2023. The review will analyse the achievements so far, based on the Theory of Change (ToC), planned outputs and outcomes. The review will also document challenges encountered within the period. *See Annex 1: Strategic plan and Logframe.*

II. Purpose

The MTR will assess how effectively WANEP has been able to achieve results on the strategic objectives within the Theory of Change. The primary aim of the review is however essentially, for learning and seeking ways of enhancing implementation in the remaining life-span of the strategic plan. Drawing lessons from intervention approaches and results should provide insights for WANEP and partners to build on and will be used for adjusting implementation and prioritisation where necessary. The midterm review will assess the relevance, effectiveness/impact, efficiency and sustainability of WANEP and partners work. The review and its recommendations shall be a useful tool of information for WANEP, its strategic partners ECOWAS and Africa Union Commissions, core funding partners namely SIDA and ADA earmarked funding partners and institutional and technical partners.

The review will use the OECD DAC evaluation criteria (Relevance, Coherence, Impact, Effectiveness, Efficiency and Sustainability)

- **‘Relevance’** - the evaluation will give insight into the relevance and significance of the work of WANEP and partners. In terms of implementation, the review will assess the extent to which focus and activities were aligned to local and national requirements and priorities in terms of NEWS/WARN. In addition, the review will document whether the outputs/ results remain consistent with overall objectives.
- **Coherence** – the MTR will examine complementarity and how compatible, interventions have been with those of ECOWAS Commission and its member states whilst avoiding duplication of efforts. It will also examine the compatibility of the various WANEP strategic objectives with each other and with other WANEP interventions.
- **‘Effectiveness’** of the strategy implementation may be addressed together with the ‘sustainability’ criteria. The evaluation will examine whether the strategy implementation is achieving desired objectives, and to what extent the implementation is contributing to the development of the conflict prevention systems in West Africa. Under this criteria, the evaluation is expected to provide an overall assessment of the extent to which objectives were attained or in the process of attaining.
- **‘Efficiency and value for money’** – The review will provide an independent assessment of outputs in relation to inputs, determining whether activities are implemented in cost efficient ways compared to available alternatives and whether objectives were achieved on time.
- **‘Impact and results’** Impact will be assessed as far as to midterm level in respect of expected outcomes stated in the logframe. Accordingly, the review will assess and determine results and impact (to the extent possible).

- **‘Sustainability’** is one of the major focus criteria for the evaluation and can be addressed together with the ‘effectiveness’ criteria. Under sustainability, the evaluation will assess the prospect of results achieved.
- **Gender and Environment;** As a cross-cutting criteria, the evaluation will address gender and environment and assess how these informed the implementation of the strategic plan. Particularly for gender, the evaluation will look at how it influenced the implementation of gender-sensitive preventive actions and the development and use of gender sensitive initiatives in West Africa

Specific Objectives

This review will aim at providing both accountability and learning outputs which will inform subsequent interventions and the 2024 annual plan. Specifically, the review will seek to achieve the following:

- (a) To review the extent to which implementation has led or is leading to expected outcomes under each strategic objective as stated in the logframe;
- (b) To assess WANEP’s support to ECOWAS and the AU and other CSOs in the region;
- (c) To review which elements of the strategic focus have been successful so far towards conflict prevention, and which critical factors can be enhanced as a result of the progress made so far;
- (d) Assess how the organisation has strengthened it’s governance, resource mobilisation capacities and that of its member organisations to deliver on their mandate

The evaluation questions should therefore be designed to seek responses and analysis on the above specific objectives

III. Subject and focus (scope)

The subject of the midterm review is the implementation of WANEP’s 2021-2025 strategic plan and the available evidence of delivery and achievement made so far. The evaluation will consist primarily of desk, field visits to countries (TBD) and a variety of online/virtual tools for data collection from key and relevant stakeholders. The review shall cover the implementation of

the strategic plan through the WANEP Regional Office, its 14 National Network secretariats and its Liaison offices to the ECOWAS and AU Commissions. The MTR Internal Reference Group together with the selected consultant, will determine how many of these secretariats would be visited for data and information gathering and how many would be contacted virtually.

IV. Evaluation approach, methods and deliverables

The evaluation will begin with an inception phase in June 2023, of reviewing documents provided by WANEP, and a subsequent inception report to be produced within one week from the start of the assignment. The inception report shall describe critical issues identified for further analysis, detailed work plan, detailed methodology and the foreseen degree of limitations in collecting data (if there are any), to be discussed with WANEP Management.

The inception phase will be followed by a period of research, in-depth review of key documents and field study. The consultant/s will produce the following:

- An inception report (Not more than 15 pages without annexes),
- A final draft review report (about 25-30 pages without annexes), including a draft executive summary **and the results-assessment form (part of the reporting requirement)** and the final evaluation report (25-30 pages without annexes), the final executive summary **and the results-assessment form (part of the reporting requirement)**

The report shall address achievements, challenges, lessons learned including an overall assessment of the period under review, recommendation for enhancing the strategic focus of WANEP in the next 30 months. Final report shall be presented within 3 weeks after receipt of comments and feedback from WANEP and partners (See MTR Schedule table below).

MTR duration (June-August) and Schedule

Phase	Period/Time	Activity	Expected Output
Inception	Within 1 week	Meeting with WANEP	Inception Report

Desk Research	Within 2 weeks	Desk Assessment	Desk Data Analysed
Field Study	Within 3 weeks	Field data collection with online/digital tools	Field Data Analysed
Debriefing and Report Drafting	Within 2 weeks after field data collection	Writing draft report	Draft Report
Discussion of Draft Report (Meeting)	After a week of draft report	Collation of comments/constructive feedback	Improved draft
Report Finalisation	Within 2 weeks after feedback	Refining of report	Final Report

The final report which is expected to be submitted **on or before August 31 2023**, shall be submitted in electronic copy both in MS word and an unchangeable format.

V. Tasks/Responsibilities

WANEP

Coordination - The MTR will be coordinated by an Internal Reference Group at the WANEP regional office led by the Regional Coordinator for M&E

- The MTR Reference Group of WANEP will be the contact persons for the preparatory and implementation phases of this review.
- The Reference Group will ensure that the evaluator/s has/have access to and have consulted all relevant information sources and documents related to the strategy period under review.
- The Reference Group will provide the required logistical support to the consultant(s).
- The contracting and payment of the consultant(s) is the responsibility of WANEP. The Reference Group will be responsible for the drafting and finalization of the TOR and contract as well as the process of contracting and payment of the consultant (s)

VI

Consultant(s): Scope of Work

- Lead the review of the MTR in accordance with the specific objectives and criteria spelt out in the TOR.
- Engage regularly with the MTR internal 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 its delivering its mandate and strategic objectives in ECOWAS Member States.

- Provide clear and creative presentation of findings and recommendations for validation.
- Discuss and agree with the Reference Group, timelines and methodology for validation of draft report
- Incorporate the feedback from the validation workshop and;
- Finalize the report for dissemination to relevant partners and stakeholders.

Deliverables by Consultant(s)

- An inception report detailing a proposed methodology, timelines, sampling approach, data collection and analysis process and must lay emphasis on integration of gender perspectives throughout the review process.
- Data collection tools (e.g. forms and questionnaires).
- Report in English (max 30 pages, excluding appendices) that consists of (unless otherwise agreed upon):
 - Table of contents
 - Abbreviations
 - Executive summary (not more than 3 pages)
 - Background information (strategic specifics)
 - Methodology: Objectives, data collection, analysis and limitations of the review
 - MTR analysis and findings with associated data structured around the main evaluation objectives/questions.
 - Conclusion and recommendations section.
 - Appendices (to be further determined in consultation):
 - detailed research instruments
 - overview of what data have been collected
 - list of interviewees
 - terms of reference

The final report must clearly present gendered perspectives and disaggregated data across all dimensions of the review.