

## Terms of reference

### End-Term Evaluation for The Partos Learning & Innovation Programme 2021-2025

Contract Beneficiary	Partos
Project Title	The Partos Learning and Innovation Programme 2021-2025
Location	The Netherlands
Project Duration	Jan 2021 – Dec 2025
Project Phase	End Term
Assessment Type	End Term Evaluation
Evaluation objectives	<ul style="list-style-type: none"> <li>- Assess the programme's overall progress towards achieving its objectives</li> <li>- Capture lessons learned for future interventions and programmes</li> <li>- Accountability towards donors and participants</li> </ul>
Deadline expression of interest	15-06-2025
Submission of final report	01-02-2026
Budget	25.000 – 31.000
Mode of work	Independent consultancy

The End-Term evaluation needs to adhere to [the IOB Evaluation Quality Criteria](#) from the Dutch Ministry of Foreign Affairs (MoFA).

Submitting expressions of interest to [alba@partos.nl](mailto:alba@partos.nl) using the subject line "Expression of interest – Evaluation Partos Innovation Hub", no later than June 15<sup>th</sup> 23:59.

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# 1. Introduction

## 1.1 About the Partos Learning & Innovation Programme

The Partos Learning & Innovation Programme is a five-year programme funded by the Dutch Ministry of Foreign Affairs (MFA), running from 2021 until the end of 2025. The objective of the programme is to support, enhance and mobilise the learning and innovation potential of Dutch civil society organisations and their Southern partners, in support of inclusive, locally owned sustainable development.

Through the programme we aim to accelerate and support learning and innovation within the international cooperation sector, with the aim of getting the sector ready for the future and increasing their impact. This is how we contribute to a resilient, inclusive and adapted sector, in a constantly evolving world facing an accumulation of intertwined global challenges.

Our strategy is based on three intervention strategies: connecting, agenda setting, and facilitating innovation labs. The programme operates based on a, regularly adapted, strategic agenda for collective learning and innovation. Moreover, it is informed by the change that both Northern and Southern-based civil society organisations see as relevant for resilient, inclusive and effective civil society partnerships, and inspired by lessons and innovations from innovators in global civil society and other sectors.

We facilitate learning and innovation trajectories on different thematic areas, which are adjusted throughout the programme based on the needs of our members and partners. Currently these are:

- Strategic Partnerships
- Data & Digitalisation
- Feminist MEL
- New ways of organising and working together
- Climate justice
- Inclusion and leadership

The Partos Learning & Innovation programme is guided by our Theory of Change ([here](#) & [here](#)) and the Partos Facilitation Guide for Learning Trajectories ([here](#)).

Find more about the programme on our website: <https://www.partos.nl/wat-we-doen/innovation-hub/>

## 1.2 About Partos

Partos is the branch association for Dutch civil society organisations, with more than 100 member organisations. The core activities of Partos are Learning and Innovation, Lobby and Advocacy, and Communication. Partos also assists its members with their organisational challenges, for example, through providing Shared Services and standard settings. Partos has observed that innovators often operate relatively isolated from each other, without knowing about the similar work of innovators elsewhere. For this reason, one of the goals that Partos has had since 2014 is to connect and facilitate innovators, both from within and outside civil society and the international cooperation sector, with the aim to stimulate and accelerate innovation by and within Dutch civil society organisation. The first Partos innovation platform,

The Spindle, ran from 2016-2020. The current Learning and Innovation Programme builds on this, running from 2021 until the end of 2025.

## 2. Objective of the evaluation

The End-Term evaluation aims to evaluate the Partos Learning and Innovation Programme 2021-2025. In 2023 a Mid-Term Evaluation has been conducted of the Partos Learning & Innovation Programme. The End-Term Evaluation will cover the whole period of the programme. The objective of this evaluation is threefold:

1. Learning - Assess to which extent the programme has met its objectives and contributed to its overall goal, as outlined in the Theory of Change. (Knowledge objective)
2. Strategic use - Draw out actionable lessons and best practices to inform future programming and organisational strategy. (Action objective)
3. Accountability - Provide accountability and transparency to our main funder the Dutch Ministry of Foreign Affairs, as well as to the participants of the programme

This evaluation has to be conducted with the requirements of the Policy and Operations Evaluation Department of the MoFA in mind ([IOB-criteria2024](#)) and use the lenses of the OECD DAC Criteria.

Partos is the main user of this evaluation, for whom this evaluation is a key learning resource exploring the role of innovation, collaboration and learning in accelerating change on key issues within civil society organisations, and the sector at large. Besides Partos, participants in the programme, Partos members and all Dutch civil society organisations and their (Southern) partners can use this evaluation as a resource for learning and innovation within their organisations and programme for furthering the implementation and initiatives. A final user is the Dutch MoFA, for whom this evaluation will provide accountability and transparency, as well as benefit them by providing knowledge on innovation within the international cooperation sector.

## 3. Evaluation questions

A successful evaluation will address the following overarching OECD-DAC criteria: relevance, effectiveness, coherence and sustainability, and address these in all four thematic areas of the Partos L&I programme.

This is a tentative list of evaluation questions, which have been created by Partos in coordination with the reference group. This list of questions is intended to be revised and improved by the selected consultancy during the inception phase.

OECD Criteria	Evaluation Objectives	Evaluation questions
Relevance	Evaluate to what extent the interventions in the	- To what extent does the programme align with the needs and priorities of

	programme respond to the needs and priorities of the target audience, namely the INGOs/Partos members.	<p>the target audience? (Especially those based in Africa, Asia or Latin-America?)</p> <ul style="list-style-type: none"> <li>- How has the programme evolved over the time and learned from challenges, developments and the MTR?</li> <li>- To what extent have the assumptions in our Theory of Change held up?</li> </ul>
Effectiveness	Evaluate to what extent the goals and objectives of the Partos L&I programme have been reached, to what extent the immediate, early outcomes and ultimate outcomes have been reached, as well as unintended outcomes	<ul style="list-style-type: none"> <li>- To what extent were the strategies used within the programme (such as CoPs, sessions, publications, learning trajectories) impactful and helped towards achieving the intended goals?</li> <li>- What changes (intended and unintended) have occurred as a result of the programme? How have these changes contributed to innovation and learning within the Dutch civil society sector and their Southern partners?</li> <li>- To what extent have all Dutch civil society organisations and their Southern partners participated in the various learning and innovation activities offered by the programme (e.g., number, frequency, diversity of participants)?</li> <li>- To what extent has meaningful learning and change taken place by participants in the L&amp;I programme, for example by using and sharing some of the tools outside of the programme within their own organisations?</li> <li>- Which innovations from the programme been replicated or scaled within or beyond participating organisations?</li> <li>- In which way were participants responsible and/or involved in the implementation of the programme?</li> <li>- To what extent has the programme effectively reached the full spectrum of Dutch civil society organisations and their Southern partners, and in what ways have contextual factors such as organisational size and geographic location influenced its reach?</li> </ul>
Sustainability	Evaluate to what extent the outcomes and gains of the L&I programme will persist after the end of the programme, evaluate to what extent any lasting	<ul style="list-style-type: none"> <li>- Have any measures (actions) been taken by participating organisations to ensure the sustainability of the results? If so, what were these measures?</li> <li>- How has the L&amp;I programme encouraged and supported the continuity and sustainability of the achievements?</li> </ul>

	change has been made.	
Coherence	Evaluate the compatibility of the intervention with other interventions in the sector	<ul style="list-style-type: none"> <li>- To what extent do capacity strengthening activities of partners/members reinforce the L&amp;I capacity strengthening capacities?</li> <li>- Is the L&amp;I programme compatible with other capacity strengthening and learning interventions in the international cooperation sector?</li> </ul>
Lessons learned	Evaluate the lessons-learned from the L&I programme	<ul style="list-style-type: none"> <li>- What are specific lessons learned from the L&amp;I programme that can be used for future similar interventions, and how can these be effectively documented and applied?</li> </ul>

## 4. Approach and methodology

The consultant will be responsible for leading, conducting and coordinating the evaluation, in cooperation with Partos' Impact Facilitator. The consultant will develop the methodology for the evaluation and present this in the inception report. The methodology should be adequate to assess the objectives mentioned above. The consultant is encouraged to select and combine appropriate qualitative and quantitative evaluation methods in line with the IOB Evaluation Quality Criteria. The use of participatory, narrative and co-creative methods is strongly encouraged. These approaches should promote inclusivity, foster joint reflection with stakeholders, and ensure that diverse perspectives are meaningfully integrated into the evaluation process. Partos values a feminist approach to monitoring, evaluation and learning methods.

In line with the approach and aim of our programme Partos values ensuring that findings are presented in a transparent and accessible way creative and innovative ways are encouraged. Hereby reflecting the innovative nature of the programme, and with the aim of supporting proper dissemination of the findings towards our partners and participants.

There is an evaluation reference group, providing input during the evaluation process using their expertise. They will be involved in different stages of the evaluation (ToR, inception report, draft report, final report). The reference group exists of four members: three independent and external members and one member from MoFA.

## 5. Conditions

- The evaluation should independently review all learning and innovation trajectories used throughout the programme. This will allow for comparison between different learning trajectories.

- The consultants will conduct the end-term evaluation in close cooperation with Partos' impact facilitator. These parties will clearly outline the responsibilities of all parties.
- The consultants should be mindful of the low availability and capacity of the participants in the programme. To avoid survey/interview fatigue, respondents should be carefully selected and approached. Hereby, it could also be considered who was and was not consulted during the Mid-Term Review.
- The ETE should be conducted with attention to intersectionality & power dynamics, considering intersectional dynamics (such as gender, age, race, ability) in reviewing the implementation of the program activities, participation & strategic partnerships. Consultants should incorporate feminist monitoring and evaluation methods.
- The ETE should be conducted by independent external evaluators with sufficient external/independent data sources/informants. It should include Partos' internal evaluation data sources, but not be completely based on this.
- The evaluation should use the Partos Theory of Change, including the narrative, as well as the Partos Learning and Innovation Guide.
- The reference group should be involved in different stages of the evaluation. It will have to give approval and feedback on hiring consultants, the inception report, the chosen methodology, the draft report and the final report. A possible way of actively involving the reference group could be to present the deliverables to the group after certain stages, such as via an inception report presentation.
- The evaluators cannot have been involved in the design or implementation of the project.
- The target group of the evaluation is primarily Partos members and their partners, as well as international networks and others who have been involved in the programme or learning tracks.
- Data protection, GDPR compliance, informed consent, secure data handling.
- Visual communication tools (e.g. infographics, videos) are encouraged as part of accessible and innovative delivery.

## 6. Deliverables

- Inception report, including amongst others:
  - Show understanding of programme and questions raised in the ToR
  - Methodology, data collection tools
  - Timeline/schedule
  - Detailed budget
  - Proposal for validation of evaluation findings
- Initial findings report, in which the consultants are asked to present initial findings to collect early feedback of all participants involved in the ETE to incorporate in the final

ETE report. This report aims to identify gaps in the collected data and, where possible, gather additional data to fill those gaps.

- Once a month, a meeting will take place with the consultant, in which progress, challenges, and potential risks are discussed, and it is addressed together how to address these and proceed.
- Draft and final evaluation report and summary. A final evaluation report, including a summary and discussion addresses limitation and biases, data gathered, analysis, responding to the research questions and other objectives as outlined in the TOR.

## 7. Timeline

Proposal for the timeline. The precise timeline will be discussed and agreed upon with the hired consultant.

Timeframe	Consultancy tasks & key deliverables
May/June	Hiring of consultants
July	Inception phase: <ul style="list-style-type: none"> <li>- Detailed plan and planning for ETE, including concrete division of tasks and responsibilities</li> <li>- Review key programme documents, such as ToC, baselines, annual plans and reports, mid-term review, further MEL data</li> <li>- Submission and approval of inception report</li> </ul>
August/Sept/Oct	Data collection. Deliverable: initial findings report
Dec	Review, analysis and validation. Deliverable: draft report.
Feb	Deliverable: Final report

## 8. Roles:

*Evaluation coordinator (Partos' Impact Facilitator & Innovation Hub):*

- Overall project management: overseeing the entire evaluation process, ensuring that timelines, budgets and deliverables are met.
- Coordinating with consultants, point of contact for consultants
- Responsible for selection of consultant, tender, contract, payment
- Provides background documents, necessary information, contextual information, access to key data sources. Ensures that the consultant has a clear understanding of the programme.
- Data collection, in collaboration with the consultants
- Quality assurance: Provides feedback on drafts and gives final approval on deliverables



- Coordinates meetings with reference group, coordinate between consultant and reference group
- Works on a dissemination strategy based on the ETE findings, together with the consultancy

*Reference group:*

- Advises and gives approval on selection of consultant, inception report, draft report and final report

*Consultancy:*

- Delivering the listed deliverables
- Evaluation design, methodology, data collection strategy
- Ensures compliance with Partos ethics and IOB criteria
- Data collection for the agreed upon activities and objectives of the evaluation, and analysis
- Consultants will suggest a division of tasks and give concrete guidelines on how to do this.
- Collaborates with reference group

## 9. Desired skills and experience

- Proven expertise in conducting and leading evaluations, in particular using a Theory of Change
- Proven experience with programmes funded by the Dutch Ministry of Foreign Affairs
- Strong knowledge of IOB and OECD/DAC Criteria
- Experience with the evaluation of learning & innovation programmes, experience with evaluating network organisations
- Experience with an inclusive and feminist approach to MEL, as well as participatory evaluation methods and participatory data collection methods
- Strong coordination and analytical skills
- Availability to work in the UTC+2 (The Netherlands) timezone

## 10. Budget

The budget for this evaluation should not exceed €31.000 (including VAT).

## 11. How to apply

For the application process we work with a phased approach. To be considered for this opportunity we ask interested parties to provide us with an expression of interest. The most promising expression of interest will be asked to prepare a more elaborate proposal, including technical offer and budget. We hereby aim to reduce the burden on interested consultants and improve the equality of the proposal.

**Phase 1: The expression of interest should be 1-2 pages and include:**

- suggest methodology and approach
- provide CVs of those who will conduct the evaluation
- proposed budget and level of effort (hours/days of work) for this budget

The deadline for the expression of interest is 15 June 2025.

Please submit your expression of interest to [alba@partos.nl](mailto:alba@partos.nl) using the subject line "Expression of interest – Evaluation Partos Innovation Hub". Please send in your application no later than June 15<sup>th</sup> 23:59.

We aim to get back to the chosen most promising parties by June 20<sup>th</sup>. And will then give those parties two weeks to provide us with a more elaborate proposal.

**Phase 2: The elaborate proposal in the second stage should include:**

- Technical offer: Provide a detailed proposal outlining your proposed approach and methodologies for the evaluation. Please attach up-to-date CVs of the core evaluation team who will be working on the evaluation, clearly demonstrating their relevant background and experience.
- Financial offer: Provide an overview of the costs of services. These costs will cover the charges of the applicant as well as all other direct or indirect costs incurred. The costs proposed in the financial offer should not exceed 31.000 euros.

This is still subject to change, and the final application requirements for the second phase will be communicated at a later stage.