



Ministerie van Buitenlandse Zaken

IOB Terms of Reference

Evaluation of the Prospects partnership 2019-2024

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Policy and Operations Evaluation Department (IOB)
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1 Introduction

The Policy and Operations Evaluation Department (IOB) is the independent evaluation department of the Ministry of Foreign Affairs of the Netherlands (MFA). IOB conducts evaluations on the effectiveness and efficiency of Dutch foreign policy.

In 2018, the MFA launched an innovative model of cooperation with five international organisations to provide prospects to refugees, internally displaced people, and vulnerable host communities in eight countries affected by forced displacement: Egypt, Iraq, Jordan and Lebanon in the Middle East and North Africa (MENA) region, and Ethiopia, Kenya, Sudan, and Uganda in the East and Horn of Africa. Apart from the Government of the Netherlands, partners include the International Finance Corporation (IFC), International Labour Organization (ILO), United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), and the World Bank. This partnership called Prospects brings together humanitarian and development partners in order to promote long-term solutions for forcibly displaced persons and their host communities.

Initially, the partnership was concluded for the period 2019-2023. The budget committed for this period was an estimated EUR 585 million. A mid-term evaluation of Prospects (2022) focused on the collaboration between the partners and the perceived added value of the partnership. Given the partnership's substantial budget and its innovative approach, IOB decided at the start of Prospects to set-up an evaluation in 2023. In that year, however, the Dutch Minister for Foreign Trade and Development Cooperation (BHOS) decided to extend the partnership until 2027 with an additional allocation of EUR 800 million for the period 2024-2027. This extension, fuelled by learning from the period before, led to a broader thematic scope and administrative adjustments in the partnership.

The current evaluation will cover the period 2019-2024. It includes the year 2024 for various reasons. First, there is no clear cut-off point between the first and second phase: due to delays resulting from various factors including the Covid pandemic¹, the partners were granted no-costs extensions for their activities until the end of 2024. Furthermore, the five partners have programmed the transition from the first to the second phase in different ways and with different timelines. Including 2024 in the evaluation also provides the opportunity to review the most recent innovations and adaptations and the extent to which recommendations from the mid-term evaluation have been addressed.

The evaluation will be finalised at the end of 2025. It will present lessons learned that can be incorporated in the remaining two years of the partnership as well as recommendations for strategic programming and future policy development.

The evaluation presented in this Terms of Reference (ToR) focuses on the 'nexus approach' to forced displacement promoted by this partnership, and the results achieved. Due to the experimental and innovative character of Prospects, the evaluation will consider the partnership's journey and its strategic and governance changes along the way. The evaluation will follow a two-step approach: 1) desk study at overall partnership level and 2) selected country case studies and intervention case studies. The evaluation will be conducted by IOB, with the support of a team of external researchers, including in-country researchers for the country case studies.

¹ Covid Response (2020): The Covid 19 pandemic influenced the implementation of Prospects from March 2020. The pandemic impacted implementation the development of the MACPs and the MAGRPs, required assessing the relevance of strategies and activities. Partners could postpone activities to a later stage, and adapt activities to the new situation (e.g., shifting to online education). It did not allow for re-programming the budget for pure Covid-19 activities or other activities not related to Global Logic Model.

2 The Prospects partnership

2.1 Context and problem analysis

The development of the Prospects partnership took place against the backdrop of an emerging international consensus on effective responses to forced displacement, as well as Dutch policy developments. Through the Prospects partnership, the Netherlands positioned itself as a pioneer to support the transformation from a humanitarian to a development approach, by means of a partnership model. In the Dutch response to forced displacement, the Prospects partnership is unprecedented in its budget, size, and approach.

Background to development of approaches to forced displacement

Between 2016 and mid-2024, the number of forcibly displaced persons² worldwide increased from an estimated 65 million to 123 million (of whom 71 million were internally displaced).³ Forced displacement is increasingly protracted and disproportionately affects women and children. The overwhelming majority of the forcibly displaced are hosted in developing countries with limited resources and capacities to respond to the situations – with substantive socioeconomic impacts on both refugees and host communities.⁴ These global trends spurred international policy dialogue on a new approach to forced displacement, culminating in several consensus documents.

One of the key concepts emerging from the World Humanitarian Summit in 2016 was the 'humanitarian-development nexus' (in short: nexus⁵). With the volume, costs and length of humanitarian assistance increasing year after year, the need for enhanced collaboration between organisations working in short-term humanitarian aid and long-term international development was identified as a top priority by donors, NGOs, crisis-affected states, and others.⁶ The nexus approach promotes humanitarian and development actors to move beyond the traditional silos of humanitarian assistance and development by working together and using their comparative advantages towards collective outcomes.⁷ To tackle the challenges of bringing together humanitarian and development actors, the summit launched the 'New Way of Working' (NWoW).

A few months later, the 2016 New York Declaration for Refugees and Migrants with a (non-binding) declaration was unanimously adopted by the UN General Assembly. This declaration lays out a vision for a more predictable and more comprehensive response, known as the Comprehensive Refugee Response Framework (CRRF).⁸ This framework calls for greater support to refugees and the countries that host them; a whole-of-society approach; long-term planning from the start of the emergency; integration of refugees in national plans; and for the principle of inclusion.⁹ Through 2017 and 2018, the nexus and CRRF principles were rolled out across several countries while the lessons learned informed the Global Compact on Refugees (2018). This compact enabled development actors to play a more prominent role in addressing protracted refugee situations and underlined the need for increased assistance to host countries through (innovative) financial and in-kind contributions.

MFA's response to global trends in forced displacement

In 2015, the MFA introduced a dedicated budget for supporting countries in the MENA and the Horn of Africa that were hosting large numbers of refugees from their region separate from the humanitarian aid budget. This was done in response to rising numbers of people arriving in Europe from across the Mediterranean or overland through Southeast Europe. From 2016 onwards, investments in education, employment and (social) protection became key elements in the Dutch support to hosting refugees in the areas near their country or origin. The Netherlands adopted a development approach to forced displacement, and actively contributed to the international consensus documents described above.

² Annex 10.1 provides a glossary of frequently used terminology; descriptions are based on Prospects documents.

³ [Website UNHCR Mid-Year Trends](#).

⁴ PROSPECTS Global Vision Note

⁵ Nexus, the Latin word for connecting, expresses the connection between humanitarian and development responses

⁶ [The New Way of Working | Joint Steering Committee to Advance Humanitarian and Development Collaboration \(un.org\)](#)

⁷ [The New Way of Working | Joint Steering Committee to Advance Humanitarian and Development Collaboration](#)

⁸ [New York Declaration for Refugees and Migrants | UNHCR](#)

⁹ Ibid.

In 2017, MFA responded to the identified need for the implementation of the humanitarian-development nexus and the New Way of Working by approaching well-established international organisations and setting up the Prospects partnership, in which MFA would become both donor and partner, involved throughout the implementation. In 2017, MFA responded to the identified need for implementation of the humanitarian-development nexus and the New Way of Working by approaching well-established international organisations and setting up the Prospects partnership, in which MFA would become both donor and partner, involved throughout the implementation. On the one hand, this idea was inspired by the need for an effective and efficient way to spend an increasing budget with relatively limited staff capacity. On the other hand, the Netherlands saw itself as a pioneer in a development approach to forced displacement facilitated by the New Way of Working.¹⁰ The Prospects partnership was considered exceptional due to its significant size¹¹, the practical operationalisation of the international approaches that were just agreed upon, and because of the unusual combination of UN partners and International Finance Institutions (IFIs) in programming forced displacement.

The global-level trends are also reflected in broader policies such as the Dutch comprehensive agenda on migration (2018) and the BHOS policy note ‘Investing in Global Prospects’ (2018). The latter includes the ambition to improve the protection of refugees and displaced persons in host countries in the region of origin, by investing in long term perspectives for internally displaced persons and host communities through education, employment, and protection.

2.2 Prospects’ Theory of Change

The operationalisation of the approach and the partnership model were initially described in the Prospects Global Vision Note, the Prospects Basic Framework (which presents the partnership principles), and the Prospects Global Logic Model.¹² The principles and their respective strategies were further shaped and specified during the first years of the Prospects partnership’s implementation. When Prospects started in 2018, the governance structure, a Theory of Change (ToC) and contextualised country plans still needed to be developed.

Theory of Change

It took until the Prospects’ mid-term evaluation in 2022 for a ToC to be (re)constructed: not by the policy department but by the evaluation team¹³. In 2023, the MFA in consultation with the other Prospects partners updated this ToC with a view to the second phase of financing (2024-2027).¹⁴ Both ToCs are presented in annex 10.3.

At the highest (impact) level, according to the 2022 ToC, Prospects aims to contribute to improved sustainable living conditions for women, men, girls, and boys in forcibly displaced and host communities. In the 2023 ToC this is replaced by contributing to self-reliance, inclusion, and resilience of forcibly displaced persons (FDPs) and host communities. Self-reliance implies strengthening livelihoods, reducing vulnerability and reducing long-term dependence on external assistance. Inclusion means inclusion of FDPs in national systems of service delivery and social protection. Resilience is not further explained.

The Dutch government considered the inclusion of FDPs by host states, which is commonly considered a precondition for increasing self-reliance, a challenge. It is recognised that not all host countries were willing and able to contribute to inclusion and self-reliance of refugees and that donors had limited influence on host countries’ policies.¹⁵ That is why the government said to invest structurally in the

¹⁰ IOB (2024), *Between prospects and precarity: An evaluation of Dutch assistance to refugee reception in the Syria region (2016-2021)*, The Hague: Ministry of Foreign Affairs of the Netherlands, March 2024.

¹¹ The Prospects partnership covered over 90% of the additional EUR. 290 million allocated annually for emergency aid and improving the protection and prospects of refugees in host countries in the region of origin.

¹² See Annex 1 for a timeline and overview of the most relevant Prospects documents.

¹³ Ecorys HERE-Geneva (2022), *Prospects Mid-term Evaluation*, Final report, Rotterdam, 18 August 2022.

¹⁴ Both ToCs are presented in Annex 2 .

¹⁵ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

political and economic cooperation, with both refugees and host communities as target groups. Furthermore, inclusion of FDPs required a constructive dialogue with host countries based on equality.¹⁶

The initial ToC defines four pillars to contribute to this impact level. The first three pillars cover the thematic areas which the programme addresses: education and learning; employment with dignity; and protection and inclusion. The fourth pillar reflects the partnership model, which is seen as a vehicle for more effective and efficient implementation of the three thematic pillars.

- Pillar 1 focuses on increasing the quality and attendance of education and training, and on supporting school-to-work trajectories.
- Pillar 2 aims to enhance inclusive livelihood and employment opportunities with safe and decent conditions.
- Pillar 3 aims to strengthen legal conditions, protection and social protection for forcibly displaced persons and host communities through improved and inclusive governmental structures.
- Pillar 4 represents the partnership model of the five organisations in Prospects. According to the principles of the New Way of Working it signifies how Prospects brings these principles into practice and enables the transformation in responses to the forced displacement crisis.

In the updated ToC of 2023, the partnership model (fourth pillar) was relocated to form an overarching layer called 'system change'. A fourth thematic pillar was added, aiming at critical infrastructure, including WASH (water, sanitation, and health) and housing.

A key assumption underlying the partnership is that the collaboration between humanitarian and development-oriented actors will result in additional impact compared to an approach where each organisation would programme individually.¹⁷ IOB has identified a number of assumptions which will be tested in the evaluation. These are listed in the box below. The numbers of the sub-questions correspond to the evaluation matrix in annex 10.3. Additional assumptions might surface during the evaluation itself. Other assumptions identified that will not be tested are discussed in paragraph 4.1. (substantive focus).

Table 1: Assumptions to be tested

<p>Partnership → Nexus</p> <ol style="list-style-type: none"> 1. Jointly these five partners can have a greater contribution to bridging the gap between humanitarian assistance and development cooperation, in line with the Global Compact on Refugees, the Nexus agenda and the Grand Bargain ideas.¹⁸ 2. Realising the transformation requires a well-designed and grounded partnership with clear processes, programmes and milestones.¹⁹ <p>NWoW / Nexus → effectiveness and efficiency</p> <ol style="list-style-type: none"> 3. Working collaboratively together, based on comparative advantages, towards 'collective outcomes improves the effectiveness and efficiency of programming, leads to higher quality and more efficient responses, enables better programmatic results on education, employment, and protection, leads to better solutions for forcibly displaced persons,²⁰ helps realising sustainable reception more effectively,²¹ can create additional impact for refugees and vulnerable host communities.²² <p>Pathways for increased effectiveness and efficiency</p>

¹⁶ Ibid.

¹⁷ MFA, ToC for phase 2 (2023); MFA, BHOS budget for 2024 (2023).

¹⁸ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

¹⁹ Appraisal memorandum Prospects.

²⁰ Mid-term Evaluation Prospects 2022.

²¹ Jaarverslag en Slotwet Ministerie Buitenlandse Handel en Ontwikkelingssamenwerking 2022, TK 2022-2023, 36 360 XVII, nr. 1.

²² Vaststelling van de begrotingsstaat voor Buitenlandse Handel en Ontwikkelingssamenwerking voor bet jaar 2024 TK 2023-2024, 36 410 XVII, nr. 2.

4. Strategic cooperation and joint operational planning, enables partners to better align their interventions to the different contexts.²³
5. Working together contributes to a smoother transition from education to work. Amongst others, partners strive to better connect the curriculum to the demand in the labour market, enhancing the job opportunities for youth.²⁴
6. Strengthened strategic coordination ensures coherence in identifying priority activities and seeking opportunities for complementarity across individual programs.
7. Prospects provides a platform to identify areas in which the institutions can effectively collaborate in joint endeavours to maximize impact on the ground and to collectively stimulate dialogue with other stakeholders, including host governments.²⁵
8. Prospects mobilises partners' joint strength to advocate both among development partners as host country government for the intended challenging transformation.²⁶
9. Prospects contributes to improved exchange of data. This contributes to the transformation aimed for.²⁷
10. Cooperation between the Prospects partners contributes to the right conditions for employment for both refugees and host communities.²⁸
11. Registration (strengthening legal position) of refugees is a crucial condition for access to services for refugees in the countries where they stay.^{29 30}

Inclusion

12. Not all host countries are willing and able of contribute to inclusion and self-reliance.³¹
13. Host country policies can be influenced to a limited extent and this requires a constructive and equal dialogue.³²

Flexibility

14. The partnership will offer flexible and agile processes, which is key to relevance in a continuously changing environment.³³

Innovation

15. The partnership contributes to innovative, effective solutions.³⁴

MHPSS

16. Cooperation between Prospects partners results in MHPSS reaching the most vulnerable people and is being integrated widely in community structures, education centres and health systems. This contributes to self-reliance of individuals and communities.³⁵

In view of this evaluation's focus on the elements of the nexus approach and the Prospects partnership model, the remainder of this section concentrates on these elements. We will cover elements that can

²³ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

²⁴ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

²⁵ Global Vision Note.

²⁶ Basic framework document

²⁷ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

²⁸ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

²⁹ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

³⁰ Staat van de Migratie 2023.

³¹ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

³² Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

³³ Mid-term Evaluation prospects, 2022; Prospects Global Vision Note.

³⁴ Mid-term Evaluation prospects, 2022.

³⁵ Vaststelling van de begrotingsstaat van Buitenlandse Handel en Ontwikkelingssamenwerking (XVII) voor het jaar 2021, TK 2020-2021, 35570 XVII, nr. 52.

be found explicitly or implicitly in the ToC, vision documents and partnership framework. Within the Prospects partnership, we distinguish five strategies for the humanitarian-development nexus and four principles on the New Way of Working (partnership approach).

Humanitarian-development nexus strategies in the Prospects partnership

1. Strengthening long-term solutions. Prospects aims to move away from a solely humanitarian approach to a development approach focusing on long-term solutions. This is expected to contribute to self-reliance, and resilience of beneficiaries in an inclusive environment. The different mandates of the five partners adhere to this as they jointly cover humanitarian, development, and private-sector approaches. Partners are stimulated to support development strategies in humanitarian settings, and to strengthen inclusion of forcibly displaced persons in the development-oriented programmes. The humanitarian interventions within the Prospects programme are particularly reflected in the work on protection in pillar 3, while development approaches are integrated in pillars 1, 2 and 3: on education, employment, and protection and social protection.
2. Fostering synergies and leveraging comparative advantages with a multi-sectoral, intersectoral approach. The five Prospects partners were specifically selected in view of the complementarity of their individual mandates and their joint strength to advocate among development partners and host country governments for the intended transformation. The multi-sectoral approach is envisioned by building bridges between the three thematic pillars for synergetic effects. Particularly the education and employment pillars are expected to be logical connectors. In addition, Prospects aims to leverage ongoing programmes of its partners through the interaction between Prospects and the partners' wider programming and strategies. It intends to build upon existing programmes and coordination structures and supports transformation within these programmes.
3. Inclusion of forcibly displaced persons. When forcibly displaced persons have access to services and employment, they can contribute to local communities and their development, and they will become part of the host community. Prospects aims to promote this by increasing access to education and employment opportunities (pillar 1 and 2) and by promoting inclusion of forcibly displaced persons within protection and social protection policies of national governments (pillar 3). Particularly the latter requires long-term efforts, as the success of the inclusion agenda depends on the views of national governments regarding the desirability to provide long-term perspectives to forcibly displaced persons.
4. Whole-of-society approach. Forcibly displaced persons and host communities will be better supported if a wide range of partners is involved. Prospects strategies adhere to this principle by creating strong partnerships with national and sub-national government authorities; working together with civil society organisations; underlining the need for increased assistance to strengthen resilience of host communities; and involving private-sector players to improve economic opportunities.
5. Meaningful engagement of stakeholders in programming. Stakeholders, including refugees, internally displaced persons, and host communities need to be meaningfully engaged as partners in designing and implementing solutions. As the percentage of women and young people is very high within forcibly displaced groups, and as they have particular needs and protection risks, their engagement is critical and requires particular attention. The engagement should lead to bottom-up and demand-driven programming, with evidence-based solutions, tailored to each context. The country-level consultations and context-specific solutions are expected to facilitate addressing complex and politically sensitive topics.

Partnership principles in Prospects

The partnership approach (pillar 4 in the ToC) can be considered the vehicle through which the nexus principles are implemented more efficiently and effectively. In the Prospects Theory of Change, these principles are also referred to as the 'New Way of Working'. It is expected that through the Prospects partnership, there will be a transformation of how Prospects partners and other stakeholders respond to the forced displacement crisis. These changes are expected within the Prospects partnership, in the broader policies and programmes of the Prospects partners, including the MFA, and other stakeholders, and within policy and planning processes at the global level. The MFA and the five other partners defined critical elements to optimise the partnership. This should not only lead to better cooperation in the Prospects partnership, but also within their individual organisations and their mutual relationships:

1. Working collaboratively to maximise synergies and comparative advantages and prevent duplication. It was expected that by bringing UNICEF, IFC, ILO, UNHCR, and the World Bank

together, they would be pushed to align their activities and work along their comparative advantage. This should lead to gains in effectiveness and efficiency in programming. The New Way of Working assumes partners engage in joint situation and problem analysis, and joint planning and programming as crucial elements for collaborative programming. Levels of synergy can range from individual partners' approaches to alignment, coordination, and implementing joint activities.

2. The partnership provides a platform to demonstrate the benefits of innovative approaches. Prospects provides the opportunity to pilot collaborative structures and foster synergies between two or more partners, and to pilot development approaches and private-sector approaches in forced displacement settings. By the end of 2020, the MFA set up the 'Opportunity fund' (OF) to pilot new approaches and collaborative structures (see 2.3.2).
3. Mutual and strategic learning. Given its size and innovative character, Prospects is likely to provide lessons in forced displacement approaches within the partner organisations, and beyond. Learning will take place at country, regional and global level, and innovations and learnings from both levels are expected to feed each other. Through communication and knowledge products, by strengthening country level and global dialogues, and through country-level and global-level advocacy, it is expected that the impact of the Prospects partnership will be beyond the partnership itself. Prospects is expected to transform the institutional approaches to forced displacement of partner organisations and other organisations, and the policy and planning processes of governments.
4. Governance structures and shared partnership principles. Commitment and support for a shared vision of how the partnership should be put into practice requires frank and honest consultations, understanding and respecting organisational differences, and trust. The Prospects governance structures at country and global levels are expected to foster these. The partnership is expected to strengthen other existing arrangements between partners, and to contribute to new collaborations.

Reporting and result indicators

The monitoring, evaluation and learning (MEL) approach has evolved during the five years of the partnership. In 2020, the partners developed the Global Logic Model, which was accompanied by a list of mandatory and suggested indicators. The indicators were structured following the four pillars of the Global Logic Model. For each pillar, output and outcome indicators were defined. At a later stage, this list was replaced by a results framework. Due to bilateral funding arrangements between the MFA and each partner, collective results of the partnership at country and global levels, were at first not accumulated in one document. To create such an overview, the MEL working group developed a Prospects programme dashboard. New insights, including from the mid-term evaluation, resulted in further changes in the MEL systems. In 2024, it was decided to replace the bilateral reporting with country-level and global-level MEL sessions that are summarised in outcome documents. These sessions bring together the individual results and experiences of all partners at country and global level.

2.3 Actors and resources

Actors

MFA Actors

The MFA's Stabilisation and Humanitarian Aid Department (DSH) is responsible for developing, coordinating, monitoring, and steering the Prospects programme, and for using Prospects insights and results in global policy dialogues. DSH coordinates the programme in consultation with regional and thematic departments, the permanent representations, and the Dutch embassies in the eight Prospects countries. Other involved MFA departments are the regional departments North Africa and Middle East (DAM) and Africa (DAF), the department for multilateral organisations and human rights (DMM), and thematic departments for Social Development (DSO), Sustainable Economic Growth (DDE) and the Task Force for Women Rights and Gender Equality (TFVG). The Department of Financial and Economic Affairs (FEZ) is responsible for the financial contractual arrangements and budget approvals. The Permanent Representations in Geneva and New York are important stakeholders in the global diplomatic and advocacy arena. The Dutch embassies in the eight Prospects countries are engaged in the strategic direction and processes at country and regional level.

Prospects partners and governance

Prospects partners are the World Bank, IFC, ILO, UNHCR and UNICEF. The highest level of organisation and coordination is the partnership Global Steering Committee (GSC), which is composed of at least one representative of each of the five partners, and the MFA. At global level, coordination also happens through technical working groups on MEL and communication. At country level, the partnership is structured through the Prospects Country Teams, with all in-country partners and the Dutch embassy.

Country level actors

At country level, Prospects implementing partners include government (e.g. national- or district-level government ministries and agencies), civil society organisations, (other) UN agencies and (international) NGOs and beneficiaries. Contractual partners include, among others, NGOs, private-sector companies and community-based organisations. Prospects partners participate in national and sub-national technical working groups and coordination mechanisms with other development and humanitarian partners, and with national- or district-level government ministries and agencies.

Resources

The Prospects partnership covers about 90% of the Dutch budget for support to hosting refugees in the region. The total budget of the Prospects partnership 2018-2023 was EUR 587.8 million (USD 638.9 million). This amount includes seed funding of approximately USD 36 million (6%), Phase 1 funding of USD 505.5 million (79%) and the opportunity funds of USD 97.5 million (15%). Seed funding covered the inception phase activities in 2018 and were used to set up the partnership through global-level and country-level analyses and assessments, strategic workshops, and the development of country vision notes.

In addition to the (fixed) committed budget per partner, the Prospects programme added the Opportunity Fund in 2020 as an additional funding mechanism. All Prospects partners could tap into this budget for additional funding, to help the partnership reach its transformational ambitions better and faster by responding to opportunities and challenges that come up during implementation and by tapping into opportunities for joint programming. The Opportunity Fund proposals had to be innovative and in line with the Global Logic Framework, and they needed to be submitted by at least two partners. Tables 1, 2 and 3 are based on the division of funds as determined in the appraisal memoranda that were established in the beginning of Phase 1. The actual disbursements may differ.

Table 1 shows the division of budget between the five partners. The funds include activities implemented at the global level (for example global advocacy, development of strategies, communication, and research), and also activities implemented at the regional and country level (for example implementation of pilots in a selected number of countries).

Table 2: Commitments per partner 2019-2023

Commitments per partner 2019-2023		
Partner	Commitment in USD (mln)	Commitment in percentage
UNICEF	187.4	29%
UNHCR	164.4	26%
ILO	149.1	23%
World Bank	91.0	14%
IFC	47.0	7%
Total	639.0	100%

Table 2 shows the distribution in percentages of the country budgets (without the seed funds) and the opportunity funds. The opportunity funds are additional funds on top of the bilateral agreements, granted to proposals by a required minimum of at least two Prospects partners, to strengthen joint programming.

Table 3: Regular and Opportunity Fund budget per country (2020-2023)

Regular and Opportunity fund budget per country (2020-2023)		
Country	Regular	Opportunity fund
Jordan	92%	8%
Lebanon	91%	9%
Iraq	86%	14%
Egypt	73%	27%
Sudan	86%	14%
Ethiopia	98%	2%
Kenya	89%	11%
Uganda	80%	20%
Global	61%	39%

Two rounds of Opportunity Fund call for proposals were realised in the period 2020-2023. Table 3 shows the number of Opportunity Fund activities and budget division per partner. In total fourteen proposals were approved, implemented by a minimum of two partners. Like the programme funds, the opportunity funds arrangements were signed with each partner and funds were transferred bilaterally. While IFC did not receive any allocations from the Opportunity Fund, they were involved in Opportunity Fund projects as advisory partners.

Table 4: Opportunity Funds division between partners (2020-2023)

Opportunity Funds division between partners (2020-2023)		
Partner	Budget (USD mln)	Number of projects
World Bank	6.6	3
ILO	31.3	11
UNHCR	23.0	11
UNICEF	19.1	8

3 Objectives of the evaluation

With this evaluation, IOB aims to provide insight into the results of the Prospects partnership. It will assess whether and how the Prospects partnership has promoted a more effective, efficient, and sustainable response to forced displacement by applying a nexus approach. This evaluation allows the Minister to account to Parliament for the money spent and the results achieved during the period 2019-2024.

In addition, this evaluation will provide insight into the reasons why and how results were or were not achieved, and as such it will formulate lessons on how the Netherlands can improve its response to forced displacement. Insights will be provided on the partnership as aid modality, including the management of such a complex multi-partner programme, on the New Way of Working and on following a nexus approach in forced displacement settings. Lessons may be applied in the remainder of the second funding phase of Prospects (until the end of 2027), as well as beyond Prospects.

The evaluation will also inform actors beyond those directly involved in Prospects on opportunities and challenges concerning the nexus approach and the New Way of Working, as such informing the broader international debate on forced displacement responses.

4 Scope

4.1 Substantive focus

The evaluation will cover the implementation of Prospects strategies and interventions, following their operationalisation in the Global Vision Note (2018) and the Partnership Basic Framework (2019). Furthermore, it will assess how this implementation has contributed to both programmatic/thematic results and policy results (dialogue, advocacy, learning) at country, regional and global level. The evaluation will not cover the seed-funding period.

When it comes to establishing results, the evaluation will focus on the initial three thematic pillars: access to education, access to decent work, and protection and inclusion. The evaluation will not address results of the new thematic pillar on WASH and housing, added in 2023, as it is too early to show results. However, the evaluation will gather stakeholder perspectives on the introduction of this new thematic area.

Given the reality that a significant part of FDPs are women and young people, and in line with IOBs Intention to include gender as a cross-cutting theme in its evaluations, gender and youth inclusion strategies and their results will be included.

Apart from establishing increased access to education, work and income, and better protection and inclusion, the evaluation will aim to assess whether these results have (plausibly) contributed to improved sustainable living conditions for FDPs and host communities, which is identified as the impact level in the ToCs.

The evaluation will also examine how lessons learned during the first phase, included in the mid-term evaluation (2022) and DSH's internal review, have been incorporated in the arrangements for the second phase, which started in 2024.

The evaluation will focus on the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, and sustainability. With regard to efficiency, the evaluation will consider the resources used by the partners, including the MFA both at headquarters and field level. The mid-term evaluation found that the innovative character of the partnership had incurred additional transaction costs. In addition, COVID-19 had resulted in many delays in implementation. The expectation was that transaction costs would reduce with the partnership becoming a matter of more routine.³⁶

The coherence of programming among the partners as part of Prospects will be assessed as part of the partnership model, under the criterium of effectiveness. Due to the need to limit the evaluation's scope, we will not assess the coherence between Prospects and other programmatic interventions funded by the Netherlands in the eight Prospects countries. Under the criterium of sustainability, the evaluation will look at the likeliness of perpetuating the nexus approach beyond Prospects. The question whether Prospects has contributed to improved sustainable living conditions will be covered under the criterium of effectiveness.

The evaluation will not look into the contribution of Prospects to a number of higher-level policy objectives or motives, such as the idea that reception in the region helps refugees to rebuild their lives after return to their country of origin, that it counters (further) destabilisation of host countries, or that it prevents refugees' onward migration to Europe. These higher-level objectives are considered too far away from the scope of influence of Prospects to establish a plausible causal link.³⁷

³⁶ Ecorys HERE-Geneva (2022), *supra*, p.11.

³⁷ The IOB-evaluation of Dutch support to refugee reception in the Syria region (2024) concluded that Dutch support may have influenced refugees' aspirations and capabilities to migrate to European countries, including the Netherlands. However, the evidence for a causal relationship is weak.

In addition, the evaluation will not test the assumption whether a development approach to forced displacement has resulted in economic advantages for host countries, e.g. by improving chances for economic development and job-growth, since this requires longer term programming and an assessment of programmes and initiatives beyond Prospects.

Although localisation had been a policy ambition for a number of years, the development of the Prospects localisation strategy started in 2024, which makes it too early to assess its success. However, the evaluation will assess the extent to which stakeholders and beneficiaries have been involved in the programming cycle.

4.2 Evaluation period

The evaluation will cover activities financed and implemented during the period 2019-2024. As such, it will cover the programming under the global and country visions' notes and leave out the inception phase (2018) as in this phase, smaller budgets were allocated to each partner to prepare for the partnership or to bridge the transition from previous funding to programming under the partnership framework.

As explained, the evaluation does include the year 2024, even though the initial funding phase ran until 2023. Some organisations were given no-cost extensions until mid or end of 2024 due to delays caused by the Covid-pandemic.

5 Evaluation questions

The central question of this evaluation reads as follows:

What results has Prospects delivered for forcibly displaced persons and their host communities and to what extent has the nexus approach as implemented by the partnership increased the (cost)-effectiveness of the programme?

The evaluation will assess how the partnership has been able to improve the self-reliance and resilience for forcibly displaced persons and their host communities. The concepts of self-reliance and resilience are derived from the 2024 Theory of Change and have always been at the core of development approaches to forced displacement. The evaluation will particularly assess how improved access to education, employment, and protection have contributed to self-reliance and resilience. It will, in particular, assess what other conditions have to be met in order to enable self-reliance and resilience. In addition, the evaluation will analyse how the nexus approach as implemented by Prospects, focussing more on long-term, sustainable, development interventions rather than just short-term humanitarian interventions, working in a multisectoral, bottom-up and locally context-specific evidence-based way, has increased the quality and quantity of the results at the country and global/regional level. Global results include influencing the partners' wider cooperation and responses to forced displacement beyond Prospects, as well as increasing the influence of the Netherlands in the global policy dialogue on forced displacement.

Finally, the evaluation will assess the way in which and the extent to which the Prospects partnership model has been able to promote this nexus approach to forced displacement, and the added value of the partnership model for implementation. The evaluation will identify enabling and constraining factors for the success of the partnership model.

The evaluation will be guided by the following questions:

1. To what extent has the partnership increased access to education and learning, employment opportunities and protection and social inclusion and how has this contributed to improved self-reliance and resilience for FDP's and host communities? (effectiveness)
2. To what extent has Prospects factored in and adapted to different contexts in the host countries concerned and responded adequately to the needs of forcibly displaced people and host communities? (relevance)
3. To what extent has the nexus approach as implemented by the partnership increased (cost)-effectiveness of interventions? (effectiveness)
4. What has been the added value of the partnership model for the implementation of Prospects nexus approach? (efficiency)
5. How is the nexus approach as implemented by Prospects likely to be sustained? (sustainability)

In the evaluation matrix in Annex 10.4, sub-questions for each research question are specified, with corresponding indicators.

6 Methods

6.1 Research approach

To answer the questions on effectiveness the evaluation will primarily apply contribution analysis, possibly complemented with other methods to strengthen causal claims. This analysis will enable us to test the policy theory behind the Prospects partnership - does the nexus approach lead to more (cost) effective and sustainable results? - and understand why the observed results have occurred (or not) and what roles intervention and other internal and external factors played.

Through this contribution analysis we aim to establish a) whether and how the Prospects partnership has promoted a nexus approach to forced displacement, and b) whether, how and why the implementation of this approach has led to better results for FDPs and host communities. Understanding the context in which the nexus approach was pursued, is considered crucial for understanding how and why the nexus approach materialised, and for understanding the results it was able to deliver. So, both the country contexts as well as the partnership model followed are considered enabling or constraining factors for implementing the approach and for achieving results for the beneficiaries.

Two-stage approach

The evaluation will take a broad perspective in order to identify and compare varying experiences with the implementation of the partnership model and the nexus approach. This broad perspective will be combined with a deep dive into the factors that contribute to success and results. Therefore, the evaluation will follow a two-stage approach: 1) desk study at overall partnership level and 2) country case studies and intervention case studies.

Annex 3 presents the evaluation matrix, including the evaluation questions, sub-questions, indicators, sources and data collection methods to be used.

Stage 1) Desk study at overall partnership level

To get a comprehensive picture of how the partnership model was applied and how and why it has promoted the nexus approach, the evaluation will first collect information and insights on how the partnership has operated in all eight countries and at global level. This will be done by document analysis, a survey, and interviews. This desk study will reflect on the Prospects 'journey': the lessons learned and subsequent adaptations. In addition, the desk study will analyse overall output and outcome data from the Prospects results framework, to assess the scale and reach of the partners' immediate results.

The desk-study phase will enable us to draw conclusions on the overall implementation of the nexus approach and will provide a framework of success factors that can be researched more in depth in the country and intervention case studies, to strengthen conclusions and lessons learned.

Stage 2) Country case studies and intervention case studies

Country case studies, including field visits, will be conducted to better understand how and to what extent the partnership model and elements of the nexus approach have been tailored to and influenced by the country context. Case studies will also provide insights in the results delivered for FDPs and host communities, and how specific elements of the nexus approach and partnership model contributed to these results.

The two countries selected for the country case studies are Jordan and Kenya. Criteria that we applied for selecting these countries are:

- Covering regional dynamics in both regions: MENA and Horn of Africa
- The country is safe to visit, and Prospects intervention areas are accessible (which excludes Lebanon, Sudan, and Iraq)
- All five partners are active in the selected countries (which excludes Egypt and Sudan)
- Variation in the host-country attitude towards inclusion of forcibly displaced persons
- Substantial period of implementation to be analysed (few delays in implementation)
- Relatively strong private-sector involvement in at least one country

Five interventions will be selected for an assessment of effectiveness. These in-depth assessments of interventions will include a description of the intervention, its related processes, results, the conditions for success and lessons learned. The selection of the studies will ensure a representation of interventions at Global, Regional, and country level (Horn of Africa and MENA) and exclude interventions in Jordan and Kenya. We intend to include interventions that provide specific insights in the five nexus elements that are central in this evaluation: long term solutions, multi-sectoral approaches, inclusion, whole of society approach, and meaningful engagement. As the Opportunity Fund was particularly set-up to strengthen collaborative programming, innovation and to cover (unexpected) gaps, at least three of the interventions selected will be from Opportunity Fund activities.

6.2 Data collection methods

For data collection we will use literature and document analysis, interviews, focus group discussions, a survey, and country case studies and intervention case studies. Details on the type and number of sources and on the different research phases are included the work packages in Annex 4.

Literature and document analysis

Literature and document analysis will contribute to the answering of each evaluation question, and feed into development of specific research questions for the country case studies. Furthermore, this analysis will help us to identify interventions that are suitable for intervention case studies.

Resources to be used:

- MFA policy documents: letters to parliament, internal memoranda and other correspondence, appraisal memoranda (bemo's), meeting reports, internal notes, financial reports.
- Key partnership documents: Global vision note, country vision notes, the global logic framework, the Mandatory and suggested indicator list, the results framework, the Prospects mid-term evaluation, MACP's, MAGRP's, OF proposals, bilateral reporting, the Prospects monitoring dashboard, proceedings of Global Steering Committee meetings and working group meetings, the MEL sessions.
- Evaluations, studies, strategic documents, and communication products produced by the individual Prospects partners, and UNHCR vulnerability assessments.
- External documents, such as IOB evaluation of DAFD in Syria region, the Dutch Court of Auditors' accountability study BHOS 2022.
- Documents concerning country contexts: independent country reports, MFA cables (BZV).

Interviews

Semi-structured interviews will be held with (former) staff at DSH-MO and other relevant MFA departments (DAM, DAF, DMM, DSO, DDE), Embassy staff, and Prospects partners at HQ and country level (capital and intervention areas.). These serve to fill gaps in the literature and document analysis, and to gather the perspectives of the Prospects partners and MFA at the headquarters and country levels. Interviews will address all evaluation questions and will be used to identify interventions that are suitable for case-studies.

Survey among partners and embassies (field level all 8 countries)

Based on the insights of the literature and document analysis and interviews a survey will be shared among Prospects partners, their contractual partners, and embassies. The survey will be used to assess the broader prevalence of opinions emerging from the interviews.

Focus group discussions

Focus group discussions with representatives of the Prospects partners will be used to gather additional data, and to check and triangulate initial answers to the research questions based on the literature and document studies, interviews, and survey. Furthermore, these focus groups will be used to discuss notable interventions emerging from data collection.

Intervention case studies

We will use intervention case studies to illustrate innovative ways of operationalising the nexus and partnership principles and their expected and unexpected results. These deep dives will provide additional insights for answering the evaluation questions and illustrate general findings with practical examples. Case studies may analyse interventions at country level, partner level, or global level.

Country case studies

The evaluation will include two country case studies: Jordan and Kenya. The main objectives of these country studies are a) to research the effects of the nexus approach and the partnership model at the beneficiary levels; b) to get insights in the views on Prospects of stakeholders outside the partnership; c) to get insights in contextual enabling or constraining factors for the nexus approach; and d) to validate and enrich findings from the first phase of the evaluation.

The country case studies will consist of a desk study, interviews and focus group discussions and project visits. The country case studies will be executed in collaboration with an external party through IOB's framework agreement, that will arrange local consultants.

Validation of findings

Validation workshops will be organised with stakeholders to reflect on the preliminary results and recommendations of the overall evaluation, including their follow-up. Validation workshops will be organised in the two case study countries with representatives of the Embassy, Prospects partners and local stakeholders. Furthermore, a validation workshop on the overall results will be held with representatives of MFA and the five Prospects partners.

6.3 Challenges and limitations

Limitation of breadth and depth of the analysis

The analysis of results across the full width of the partnership will shed light on the scale and reach of the interventions' (quantitative) short-term results but will be limited when it comes to understanding and explaining their effects in their contexts. The country and intervention case studies, by definition more limited in (geographic) scope, will shed more light on the explanatory factors for attaining results.

Due to the scope and diversity of Prospects and in view of available time, primary data gathering during the first stage of the research will be limited to informants from MFA (including embassies), the five partners and their implementing partners. Perspectives of external stakeholders and beneficiaries will be collected during the country case studies and intervention case studies. Furthermore, we will collect

outsider perspectives by analysing secondary data (e.g. from evaluations) in both stages. In this way we intend to avoid insider bias.

Reporting

Up until 2024, the Prospects partners submitted aggregated data collection sheets to the MFA while qualitative reports were submitted one by one (bilaterally). Collection of the data collection sheets continues but in 2024, the bilateral qualitative reporting was replaced with annual MEL sessions with accompanying documents. The first reports under this new arrangement were submitted in November 2024. The usefulness of the reporting for this evaluation, and insights on which of the indicators are structurally reported on by the partners, will only become clear during the analysis of the documents during the evaluation.

Attributing results to Prospects

For some of the five partners, Prospects funds feed into multi-donor trust funds or funds with blended finance. This makes it difficult to determine Prospects' contribution to broad organisation level results, and to isolate Prospects-specific results. A related challenge is the limited number of evaluations conducted by the individual partners. Prospects funded interventions are more commonly incorporated in evaluations of country programmes and at this stage it is not yet known how useful these studies are.

Transferability of findings

Due to the differences in country contexts and set-up of the practical cooperation among partners at country level, the extent to which the findings from the country case studies can be transferred will be limited. However, insight from the country studies will be validated with the available information from the desk study to strengthen the broader analysis. We will focus on the country context and the conditions under which the various elements of the approach are successful. Harmonisation of data collection tools and the analytic framework will contribute to the ability to compare findings. In case there are clear findings from both case studies that are not contradictory, this will inspire reflection on the implications for other country settings with comparable characteristics.

Comparability of results

When measuring results, the evaluation needs to take account of the fact that, due to different mandates and ways of working, partners work on achieving different types of results. Some have more tangible, short-term results, others have more long-term, less quantifiable results, which the evaluation will describe in a qualitative way. Comparability is also challenged by the contextual differences between the eight countries. There will be ample attention for describing these differences thoughtfully.

Positivity bias

The evaluation considers that Prospects is an innovative programme, testing a new approach that is commonly agreed upon and considerably invested in. This might lead to stakeholders' positive expectations or beliefs about the progress and outcomes of Prospects. During data gathering and analysis the difference between expected and actual ways of implementation and progress will be distinguished, and possible differences between the perspectives of Prospects partners and external stakeholders will be assessed.

7 Products

The evaluation will result in a final report, in English, presenting the main findings and recommendations, as well as supporting evidence (about 45 pages, including a management summary). This report will be sent to the Dutch parliament, with a policy reaction on behalf of the MFA. A Dutch language summary will be made available and sent to Parliament as well.

IOB will be available for outreach and learning activities after finalising the evaluation report.

8 Planning

Table 5: Overarching planning with milestones

Milestone	Date
Feedback KBG	6th December 2025
First meeting ERG	Week 8 th January 2025
Approval of the ToR	31 st January 2025
Data gathering, analysis, and first draft report (5 months)	February 2025- June 2025
ToR (Framework Agreement) countrystudies	15 February 2025
Decision and contract consultants' country studies	15 th April 2025
Country case studies	End of April- 15 th June 2025
Draft report shared with KBG	15 th July 2025
Draft final report shared with KBG, ERG and Partners	1st September 2025
Adaptations feedback KBG/ERG	September 2025
Approval of Final Report	15th of October 2025
Publication and sending report to parliament	December 2025

9 Quality assurance

9.1 Evaluation team

The evaluation is conducted by a team from IOB. Including Ruth van Zorge (team leader), Miyabi Babasaki, Alexander Otgaar en Stephanie Bouman. The team will contract an external research institute using MFA's framework contract for evaluations, to support the country studies. Ample knowledge of the country context and local languages are strict criteria for the in-country researchers.

Sounding board group

Inter-collegial quality control will be done by a sounding board group with the following IOB staff members: Marian Noppert and Zeineb Romdhane.

9.2 External reference group

The evaluation will be supported, and quality assessed by an external reference group (ERG) with the following members:

Table 6: External reference group

Name	Function/organisation	Role in EAG
Simona Vezzoli	Migration specialist, Institute for Social Studies	External expert
Ted Freeman	Independent evaluation consultant, expert in complex multi-partner (UN) programme evaluations	External expert
Michael Ebele	Expert humanitarian programming, Africa Regional humanitarian advisor UNFPA	External expert
Govert Visser / Ana Uzelac, Hanno / Warner ten Kate	DSH	Managing department
Camilla Veerman	DAM	Regional department
Hilleen Smeets	DAF	Regional department
Tiest Sondaal	Representative Missions HoA	Country perspective
Anneleen Hulshof/Myra de Vries	Representative Missions MENA	Country perspective

The ERG performs external quality control of this evaluation. Its task is to provide methodological and substantive feedback on the ToR, sub-studies, and the final report. The ERG advises the research team, IOB's director and IOB's quality assurance manager. Its advice is not binding; the responsibility for approving reports for publication lies with IOB's director. If a member of the ERG continues to disagree with the content of a report, he/she can inform IOB in writing. If necessary, a statement can be included in the report.

Prospects partners will be requested to provide feedback on the draft report.

9.3 Ethical considerations

IOB and national consultants will ensure the highest standards of ethics will be applied in this evaluation. IOB will conduct an ethical risk analysis and formulate mitigating measures if necessary. The national consultants are requested to describe how they will operationalize the principles of informed consent, confidentiality, transparency, credibility, and do no harm, and adhere to the prevention of sexual exploitation and abuse (PSEA) principles. The national consultants should specifically provide guidance in the ethical consideration in relation to the contextually political sensitive topic of the evaluation. IOB and the national consultants will take caution regarding the vulnerable situation of FDPs, including their psychological well-being, and ensure that partner organisations have established referral pathways in place. The possible requirement to get approval from an ethical board (IRB) for the country case studies, needs to be taken into consideration by the national consultants in relation to the time planning.

10 Annexes

10.1 Glossary of often used terminology in Prospects

This glossary gives an overview of some of the frequently used concepts and terms within the Prospects partnership. It is based on the appraisal memoranda from phase 1, letter to parliament and the Global Vision document that was agreed on by all involved partners. Terms and concepts that were not operationalised in Prospects documents are missing from this glossary and will be unpacked during the evaluation.

Forcibly displaced persons

"Forced displacement occurs when individuals and communities have been forced or obliged to flee or to leave their homes or places of habitual residence as a result of or in order to avoid the effects of events or situations such as armed conflict, generalized violence, human rights abuses, natural or man-made disasters, and/or development projects. It both includes situations where people have fled as well as situations where people have been forcibly removed from their homes, evicted, or relocated to another place not of their choosing, whether by State or non-State actors. The defining factor is the absence of will or consent." ³⁸ Within Prospects FDPs include refugees and internally displaced persons. ³⁹

Humanitarian-development nexus

The humanitarian-development nexus refers to an approach that is based on the idea that while humanitarian aid is critical for FDPs, it is insufficient when crises are long lasting. Humanitarian aid then needs to be complemented by a development approach that is focused on the medium- and long-term dimensions of a crisis. Within Prospects economic opportunities and access to jobs and (protection) services are seen as key to successfully manage longer lasting forced displacement crises for FDPs and host communities. ⁴⁰

Inclusion

In the Prospects partnership, inclusion refers to the inclusion of FDPs regarding access to education and employment opportunities as well as to protection and social protection policies of national governments. In the case of education and child protection, this implies a transition from parallel service delivery for forcibly displaced children to the inclusion of these groups within national systems, with increased national capacity to provide access for children on the move within countries and across borders. Another aspect that Prospects works on in this regard is enhancing the enabling environment for the socio-economic inclusion of FDPs. ⁴¹

Partnership approach / New Way of Working

The partnership approach and the New Way of Working are used interchangeably. This approach promotes humanitarian and development actors to move beyond the traditional silos of humanitarian assistance and development by working together and using their comparative advantages towards collective outcomes. Within Prospects this partnership approach is expected to lead to synergies that strengthen strategic coordination, to ensure coherence in identifying priority activities and to seek opportunities for complementarity across individual programs. Partners are expected to work collaboratively on global and country-level: collecting, analysing and sharing information on what does and does not work. This approach is expected to eventually lead to a transformation of how Prospects partners and other stakeholders respond to the forced displacement crisis. Amongst the partners and the NL MFA there is the consensus that jointly steering towards the overarching ambitions is more effective than individually.

Protection

³⁸ [Handbook for the Protection of Internally Displaced Persons: Part V: Protection Risks: prevention, Mitigation and Response. Action sheet 1 - Forced and Unlawful Displacement](#), 2007, p. 164.

³⁹ Global vision note, 2019.

⁴⁰ Global vision note, 2019; Activity Appraisal Memoranda, 2019.

⁴¹ Global vision note, 2019; Activity Appraisal Memoranda, 2019; Appraisal Memoranda, 2018.

Within Prospects, pillar 3 focuses on both social and legal protection. Overall, this refers to the protection of vulnerable groups such as children from violence, abuse and exploitation, especially by enabling access to services in national systems. As for child protection specifically, Prospects focuses on increasing national capacity to provide access for forcibly displaced children to inclusive child protection systems that prevent and respond to violence, abuse, exploitation and neglect - within countries and cross borders. Legal protection refers to ensuring refugees have adequate legal status and documentation. This is endeavoured through activities that include policy advocacy, capacity building of national authorities, and protection monitoring.⁴²

Social protection

Within Prospects social protection is referred to as having access to the delivery of assistance through national welfare systems, such as cash assistance. At the same time Prospects aims to help recipients move from dependence on assistance to self-sufficiency.⁴³

Transformation / transformative approach

The transformation that the Prospects partnerships aims for, is to transform the approach to forced displacement from a humanitarian to a development approach. The five partners will push this transformation by focusing on the nexuses between education, protection and employment. The partnership also aims to help transform the way governments and other stakeholder, including the private sector, respond to forced displacement crises. Within Prospects a country- and regional-focused approach has been complemented by a set of global activities to work towards a transformative impact.

⁴⁴

10.2 Prospects vision documents

All documents mentioned below are internal partnership sources.

The Prospects Global Vision Note - 2018

In 2018, the five partners and the Netherlands developed a Global Vision Note for the partnership, which provides an operationalisation of the humanitarian-development nexus approach and the New Way of Working. It outlines the vision and value added of the partnership, possible results, (thematic and geographic) areas of focus, and strategic collaboration and processes. Based on the established vision, seed funding as given to the five partners for an inception and exploration phase, in which country vision notes for each country were developed.

The Partnership Basic Framework - 2019

The Partnership Basic Framework includes agreements on partnership requirements, governance, MEL, and reporting. It proposes the way forward for both partnership management and partnership compliance. Concurrently, country calls for funds and global/regional calls for funds form the basis for the first year of programmed implementation.

Global Logic Model (mandatory and suggested indicators) - 2020 and Global Results Framework - 2021

In 2020, partners jointly developed the Global Logic Model with a list of mandatory and suggested indicators for the four pillars. The Global Logic Model and indicator list were used to develop the Multi-Annual Country Programmes and the Global/Regional Programmes. In 2021, the Global Results Framework replaced the indicator list.

The Multi-Annual Country Programmes (MACP) - 2020

For all eight Prospects countries contextualised Multi-Annual Country Programmes were jointly developed by representatives of partners and the Dutch Embassy. These programmes outline the collaborative structures and provide an overview of the intended results at country level. Although the

⁴² Global vision note, 2019.

⁴³ Global vision note, 2019.

⁴⁴ Global vision note, 2019; Activity Appraisal Memoranda, 2019.

country programmes provide a comprehensive overview of strategies and results at country level, reporting lines by the partners follow the bilateral contracts.

The Multi-Annual Global Regional Programme (MAGRP) - 2020

This document describes the collective and complementary steps the agencies will take at the global and regional level. Firstly, the Multi-Annual Global Regional Programme strengthens and supports activities at the country level that are part of the three thematic areas by elevating these results to other countries and the global level. Secondly, the MAGRP focuses on joint regional and global activities contributing to the objectives of pillar 4 (the partnership model). This includes the ambitions of the different governance structures and working groups such as the Learning Working Group, the Monitoring, Evaluation and Learning Working Group and the Communication Working group.

10.3 Theories of change

Figure 1: Theory of Change reconstructed for the mid-term evaluation (2022)

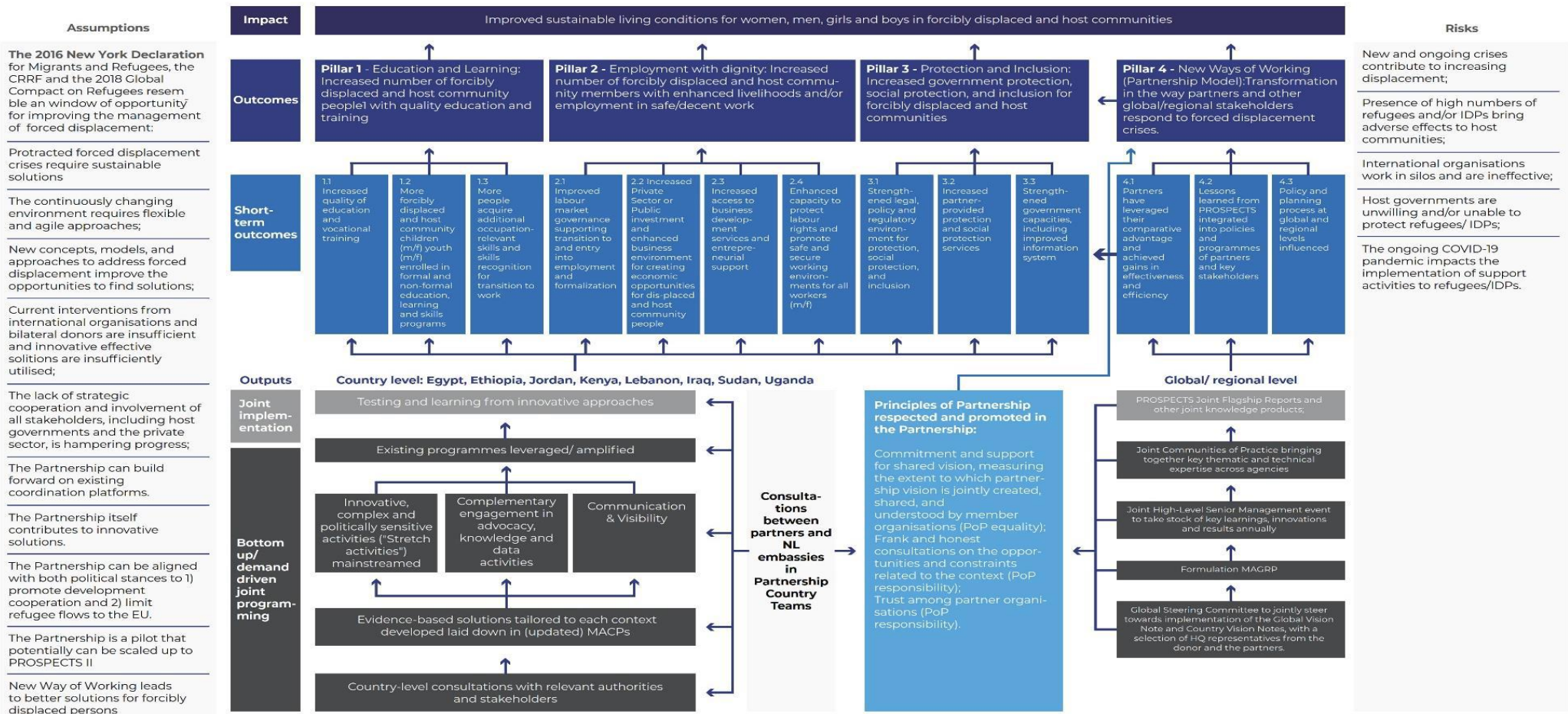
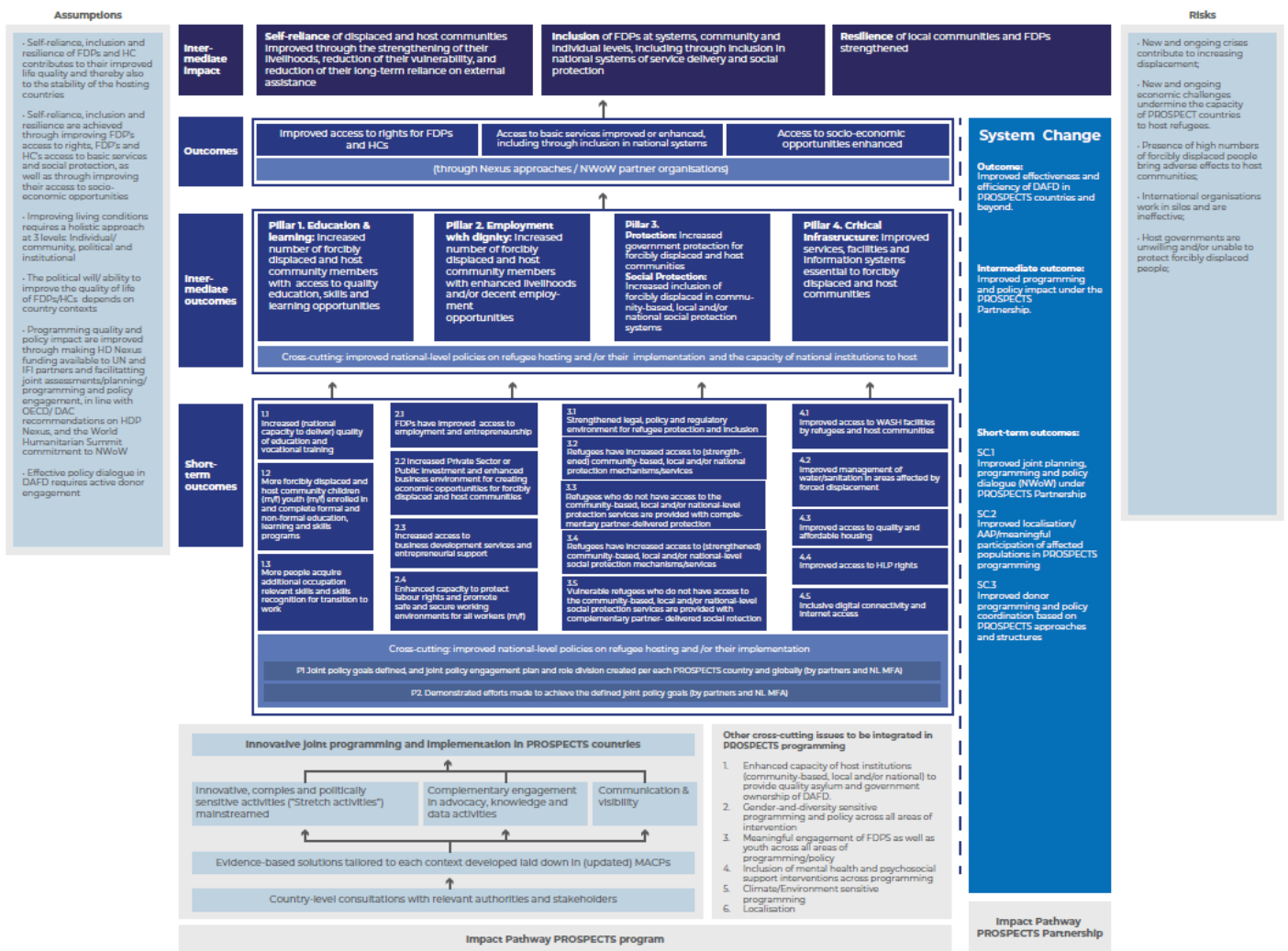


Figure 2: Prospects global ToC, January 2023



10.4 Evaluation matrix

Evaluation question	Sub-questions	Indicator	Source	Data collection method
Effectiveness				
1.To what extent has the partnership increased access to education and learning, employment opportunities, and protection and social inclusion and how has this contributed to improved self-reliance and resilience for FDPs and host communities?	1.1 What results have Prospects interventions achieved in terms of increasing access to education and decent work and improving protection?	<ul style="list-style-type: none"> Indicators from Prospects indicator framework and possibly additional indicators depending on selected activities Accounts of increased opportunities FDPs and host communities 	<ul style="list-style-type: none"> Indicator framework Partners' reports, e.g. UNICEF 'Prospects powered solutions Partners' annual bilateral reporting Project documents Prospects partners, stakeholders, and beneficiaries 	<ul style="list-style-type: none"> Document analysis Survey Focus groups Sampling strategy Country visits Interviews
	1.2 To what extent have Prospects partners been able to promote the inclusion of FDPs in government policies and services?	<ul style="list-style-type: none"> Nr and type of activities focused on promoting inclusion Nr. and type of activities that (partly) succeeded in promoting inclusion because of these efforts Examples of interventions leading to strengthened inclusion policies 	<ul style="list-style-type: none"> Indicator framework MACPS and MARGPs Partners' reports, e.g. UNICEF 'Prospects powered solutions Partners' annual bilateral reporting Prospects partners, stakeholders, and beneficiaries 	<ul style="list-style-type: none"> Document analysis Survey Focus groups Sampling strategy Country visits Interviews
	1.3 To what extent have results on access to education and decent work and legal and social protection contributed to self-reliance and resilience?	<ul style="list-style-type: none"> (Personal) account of increased self-reliance and resilience 	<ul style="list-style-type: none"> Prospects partners, stakeholders and beneficiary's implementation level 	<ul style="list-style-type: none"> Interviews
	1.4 What have been enabling and constraining factors towards results?	<ul style="list-style-type: none"> Implementer and stakeholders' perspectives on enabling and constraining factors for long-term solutions for FDPs and host communities Implementer and stakeholders' perspectives Enabling and constraining factors for inclusion at national and sub-national level Implementer and stakeholders' perspectives Enabling and constraining factors to self-reliance and resilience 	<ul style="list-style-type: none"> Prospects partners, implementing and contractual partners, stakeholders and beneficiaries 	<ul style="list-style-type: none"> Interviews Document analysis

Relevance				
2. To what extent has Prospects factored in and adapted to different contexts in the host countries concerned, responding adequately to the needs of FDPs and host communities? (relevance)	2.1 To what extent were solutions offered in Prospects interventions context-specific and evidence-based?	<ul style="list-style-type: none"> Country-specific context analysis and approaches and strategies/country-specific ToCs Partners demonstrate long-term presence, strong network, and sufficient, capable workforce Prospects partners participate in government and civil society structures 	<ul style="list-style-type: none"> Prospects country reports MACPs Individual partners country strategic documents Partner organisations Implementing organisations Development partners 	<ul style="list-style-type: none"> Country studies Interviews Survey
	2.2 What was the level of alignment of activities with identified needs of FDPs and host communities?	<ul style="list-style-type: none"> Level of correspondence between project focus and needs and vulnerability assessments Assessments of project relevance for target groups No. of consultations with stakeholders, evidence of how preferences were translated into programming 	<ul style="list-style-type: none"> Prospect country level documentation Partners, implementing and contractual partners, stakeholders and beneficiaries 	<ul style="list-style-type: none"> Country studies Interviews Survey
	2.3 To what extent did partners follow a balanced approach, addressing the needs of both FDPs and host communities, being sensitive to social stability?	<ul style="list-style-type: none"> Justified balance between interventions focusing on FDPs and host communities Overview of interventions and finances geared towards FDPs and host communities Beneficiaries and stakeholders experience increased stability 	<ul style="list-style-type: none"> MACPs Partner reports and country reports Prospects partners Implementing partners Government representatives 	<ul style="list-style-type: none"> Document analysis Interviews
	2.4 How flexible, adaptable and innovative was the programming by partners, in response to changing country contexts?	<ul style="list-style-type: none"> Development of host country authorities' attitudes towards the long-term presence of FDPs Development of host country authorities' (national, local) willingness to include FDPs in government plans and services (e.g. work permits, education facilities, health care, social security) Presence of conditions allowing private sector players to start interventions in forced displacement contexts Examples of adaptations due to for example political changes, stability, Covid Perceived flexibility of programming by stakeholders 	<ul style="list-style-type: none"> MACPs Partner reports and country reports Prospects partners Implementing partners Government representatives Development partners 	<ul style="list-style-type: none"> Document analysis Interviews FGS Intervention case studies Country case studies
	2.5 To what extent were stakeholders (national and sub-national authorities, civil society, FDPs organisations,	<ul style="list-style-type: none"> In-country coordination structures at national and sub-national level related to Prospects In-country governance structures enabling stakeholder involvement 	<ul style="list-style-type: none"> MACPs Partner reports and country reports Prospects partners 	<ul style="list-style-type: none"> Document analysis Interviews FGS

	private sector) meaningful engaged in the different phases of the programming cycle?	<ul style="list-style-type: none"> Ability and willingness of country authorities (national and sub-national) and civil society actors, incl. refugee organisations, to be engaged in programming, enabling a bottom-up approach 	<ul style="list-style-type: none"> Implementing partners Government representatives Development partners Local institutions Beneficiaries 	<ul style="list-style-type: none"> Intervention case studies Country case studies
Effectiveness				
3. To what extent has the nexus approach as implemented by the partnership increased (cost)- effectiveness of interventions? (effectiveness)	3.1 To what extent has the collaboration among partners resulted in achieving synergetic effects?	<ul style="list-style-type: none"> Examples of multisectoral interventions, evidence of synergies/added value. Geographical focus of interventions Examples of enabling and constraining factors for multi-sectoral approach 	<ul style="list-style-type: none"> Indicator framework MACPS and MARGPs Partners' reports, e.g. UNICEF 'Prospects powered solutions Partners' annual bilateral reporting Project documents Prospects partners, stakeholders, and beneficiaries 	<ul style="list-style-type: none"> Document analysis Survey FGD Sampling strategy Country visits Interviews
	3.2 How has the collaboration within Prospects prevented duplication of efforts at country level?	<ul style="list-style-type: none"> Examples of collaborative structures, alignment, and coordination replacing individual activities 	<ul style="list-style-type: none"> MACS and reports Prospects partners, development partners, implementing partners, government 	<ul style="list-style-type: none"> Document analysis Interviews/FGDs Survey
	3.3 What type of results has Prospects delivered that would not have been achieved with traditional ways of working?	<ul style="list-style-type: none"> Examples of Prospects partners' experiences at different levels 	<ul style="list-style-type: none"> Prospects partners and stakeholders 	<ul style="list-style-type: none"> Interviews
	3.4 To what extent has Prospect been able to engage private-sector players in forced displacement settings?	<ul style="list-style-type: none"> Examples of increased private-sector engagement in FD settings Examples of favourable policies Examples of private-sector innovations 	<ul style="list-style-type: none"> MACPs Partner reports and country reports Prospects partners Implementing partners Government representatives Development partners 	<ul style="list-style-type: none"> Document analysis Interviews FGDs Intervention case studies Country case studies

	3.5 To what extent do the Partners perceive the transaction costs involved in the partnership worth the effort and (expected) outcomes?	<ul style="list-style-type: none"> • MFA invited at global and national level fora • Opinions Prospects partners staff at different levels 	<ul style="list-style-type: none"> • Financial reports • Governance documents, MACS MAGRS, opportunity funds documents, annual reports • External reports joint programming • Prospect partner staff and financial experts 	<ul style="list-style-type: none"> • Document analysis • Interviews • Survey
	3.6 How does MFA staff perceive the operational costs in relation to the results?	<ul style="list-style-type: none"> • Clear division of roles and responsibilities • Opinions of MFA Prospects staff • Rate overhead costs Prospects and other programmes 	<ul style="list-style-type: none"> • MFA staff (policy, financial, management) 	<ul style="list-style-type: none"> • Interviews
	3.7 What is the perceived added-value of embassies in supporting/ facilitating the in-country operations?	<ul style="list-style-type: none"> • Roles taken by Embassy staff • Clarity in role division between embassy staff and MFA • Examples of good practices • Examples of lessons learned 	<ul style="list-style-type: none"> • Prospects partners • MFA staff • Programme Documentation 	<ul style="list-style-type: none"> • Interviews • Document analysis
	3.8 How has the use of the Prospects governance structures contributed to a smooth exchange of information and decision-making?	<ul style="list-style-type: none"> • Existing governance structures developed • The implementation of the governance structures • Good practices and lessons learned on communication and decision making structures • Enabling and constraining factors in communication and decision making 	<ul style="list-style-type: none"> • Prospects documentation on partnership principles and governances • Minutes of working groups and reflection meetings • Annual reports • Prospects partners staff and MFA staff 	<ul style="list-style-type: none"> • Document analysis • Interviews
	3.9 What kind of sustainability strategies have been developed and implemented?	<ul style="list-style-type: none"> • Sustainability strategies developed • Sustainability strategies included in programming and evaluations 	<ul style="list-style-type: none"> • Prospects programme internal documents • Partners reporting and MARGPs • Prospects partners 	<ul style="list-style-type: none"> • Document analysis • Interviews
4. What has been the added value of the partnership model for the implementation of Prospects nexus approach?	4.1 To what extent have partners worked in alignment and/or jointly/collaboratively in their programming?	<ul style="list-style-type: none"> • Examples of partition of alignment, collaboration, and coordination • % of investments through individual organisations and collaborative interventions • (Use of) governance structures promoting synergies and collaboration 	<ul style="list-style-type: none"> • Prospects policy and governance documents • Prospects partners and implementing partners • Bilateral reports and opportunity funds proposals • Mid-term evaluation 	<ul style="list-style-type: none"> • Document analysis • Interviews

	<p>4.2 To what extent have partners' activities under Prospects and their non-Prospects activities mutually reinforced each other?</p>	<ul style="list-style-type: none"> • Prospects interventions have similar objectives as existing country programmes • Prospect programmes make use of infrastructure of existing programmes • Prospects funds are used to scale existing (evidence-based) practices • Prospects funds are used to fill funding gaps in existing programmes 	<ul style="list-style-type: none"> • Partners multi-annual strategic programmes and annual reports • Prospects partners 	<ul style="list-style-type: none"> • Document analysis • Interviews
	<p>4.3 What was the additional value of Prospects as a platform for coordination to existing coordination structures?</p>	<ul style="list-style-type: none"> • No overlap between existing fora and prospects structures • Prospects members actively represent Prospects in other fora 	<ul style="list-style-type: none"> • Prospects partners and development partners, government representatives • Country vision notes and MACPs 	<ul style="list-style-type: none"> • Document analysis • Interviews
	<p>4.4 To what extent does the governance structure of Prospects provide a platform for collaboration at national and global level?</p>	<ul style="list-style-type: none"> • Nr. of collaborative Interventions and activities • Examples of best practices being used in other Prospects countries • Examples of toolkits, manuals, or communication materials, used by other partners or in other Prospect countries programmes • Exchanges and learning meetings 	<ul style="list-style-type: none"> • Partner Reports, proceedings of meetings • Prospects internal and external stakeholders 	<ul style="list-style-type: none"> • Document analysis • Interviews
	<p>4.5 To what extent have Prospects structures enabled mutual and strategic learning?</p>	<ul style="list-style-type: none"> • Nr. and nature of aligned or joint interventions • Examples of missed opportunities • Nr. and type of joint learning strategies at national and global level • Examples where comparative advantages have been leveraged • Examples of enabling or constraining factors working towards joint results 	<ul style="list-style-type: none"> • Prospects documentation: vision document, Working group proceedings, MACP, MAGRPs • Partners strategic documents and country plans • Prospects Partners annual reports • Websites, communication products and studies of partners • Mid-term evaluation 	<ul style="list-style-type: none"> • Document analysis • Survey • Interviews • Country visits
	<p>4.6 To what extent have Prospects partners established open exchange of ideas,</p>	<ul style="list-style-type: none"> • Positive statements by Prospect partners • Concrete example on how partners built trust and engagement, and how they dealt with conflicts of interest 	<ul style="list-style-type: none"> • Prospects partners • Proceedings GMC and Country Teams • Mid-term evaluation 	<ul style="list-style-type: none"> • Document analysis • Interviews

	understanding and respect for each other's differences?	<ul style="list-style-type: none"> • Transparent government structure and documentation 	<ul style="list-style-type: none"> • Prospects governance documents 	
	4.7 To what extent have activities at global/regional and country level reinforced each other?	<ul style="list-style-type: none"> • Examples of how Prospects has built upon existing programmes and structures • Examples of how Prospects has complemented existing programmes • Examples of how Prospects has inspired and influenced existing programmes 	<ul style="list-style-type: none"> • Prospects partners, Resident Coordinator, government representatives, other development partners 	<ul style="list-style-type: none"> • Interviews
	4.8 To what extent has Prospects increased MFA's expertise, knowledge and leveraging power in international fora?	<ul style="list-style-type: none"> • Joint advocacy activities (session, joint statements) at national and global level 	<ul style="list-style-type: none"> • MAGRPs • proceedings of international meetings • Prospects partners 	<ul style="list-style-type: none"> • Document analysis
Sustainability				
5. How is the nexus approach as implemented by Prospects likely to be sustained? <i>(sustainability)</i>	5.1 What institutional adaptations have partners made to strengthen long-term solutions for FDPs and to support host communities?	<ul style="list-style-type: none"> • Policy shifts in partners' strategic plans and documents • Examples of budget shifts towards FDPs programming • Research, toolkits and manuals include nexus approaches • Partner have increased understanding about each other's operations and increased number of activities executed jointly 	<ul style="list-style-type: none"> • Prospects partners • Partner reports (outside Prospects) 	<ul style="list-style-type: none"> • Document analysis • Interviews
	5.2 In what ways have partners integrated nexus principles in their programmes, policies and/or institutional arrangements?	<ul style="list-style-type: none"> • Policy shifts in partners strategic plans and documents • Examples of budget shifts towards FDPs programming 	<ul style="list-style-type: none"> • Prospects partners • Partner reports (outside Prospects) 	<ul style="list-style-type: none"> • Document analysis • Interviews
	5.3 To what extent have the established or strengthened partnerships between Prospects partners potential to contribute to future collaboration in	<ul style="list-style-type: none"> • New collaboration between partners that did not exist earlier • Collaborations between partners extended in scope and thematically 	<ul style="list-style-type: none"> • Prospects partners at global and country level 	<ul style="list-style-type: none"> • Interviews • Survey

	forced displacement programming?			
5.4	To what extent are lessons learned from Prospects discussed at global level fora on forced displacement?	<ul style="list-style-type: none"> Lessons learned from Prospects are mentioned and discussed in international fora and proceedings of international meetings Prospects used as example of nexus approaches during global meetings 	<ul style="list-style-type: none"> Proceeding of (discussions at) international fora Prospects partners Global FD-Sector specialists 	<ul style="list-style-type: none"> Documents Interviews

Abbreviations and acronyms

BEMO	Activity Appraisal Document
BHOS	Foreign Trade and Development Cooperation
GCR	Global Compact on Refugees
CRRF	Comprehensive Refugee Response Framework
GSC	Global Steering Committee (Prospects)
DAF	Sub-Sahara Africa Department (MFA-NL)
DAM	Middle East and North-Africa Department (MFA-NL)
DMM	Department for Human Rights and Multilateral Organisations
DSH	Department for Stabilisation and Humanitarian Aid (MFA-NL)
DSO	Department Social Development
DDE	Department Sustainable Economic Development
ERG	External Reference Group
FDP	Forcibly Displaced Persons
FEZ	Financial and Economic Affairs Department
FGD	Focus Group Discussions
IDP's	Internally Displaced Persons
IFC	International Finance Cooperation
ILO	International Labour Organisation
IOB	Policy and Operations Evaluation Department
MENA	Middle East and North-Africa
MFA	Ministry of Foreign Affairs
MEL	Monitoring, Evaluation and Learning
MHPSS	Mental Health and Psycho-Social support
NWoW	New Way of Working
OECD-DAC	Organization for Economic Cooperation and Development - Development Assistance Committee
PR	Periodic Review
RPE	Order on Period Evaluations
ToC	Theory of Change
ToR	Terms of Reference
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees

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