

Terms of Reference

*END FGM EU Peer Learning Exchanges Programme
Building organisational resilience through feminist, peer-to-peer learning*

Implementation period: *First round December 2025 (launch of the call) – September 2026*

Number of exchanges: *4 peer learning exchanges per year (12 total over 3 years)*

Eligible applicants: *END FGM EU Members (regardless of the type of membership)*

Budget coverage per exchange: *Travel, accommodation and subsistence for a period of 2 to 4 days (maximum 3 nights)*

1. CONTEXT & STRATEGIC FRAMEWORK

1.1 Programme overview

The End FGM European Network (End FGM EU) is relaunching the Peer Learning Exchanges Programme for 2026-2028, building on the 2017-2018 Membership Twinning pilot programme. This initiative responds directly to repeated member requests for structured opportunities to exchange practices, tools, and strategies.

The Peer Learning Exchanges Programme pairs or groups member organisations (typically 2 members per exchange) to strengthen capacity building, knowledge-sharing, and organisational resilience through reciprocal learning exchanges. Unlike traditional training programmes, this peer-to-peer model recognises that members themselves hold valuable expertise and that mutual learning is a powerful engine for collective capacity strengthening.

Historical context

END FGM EU first launched this initiative as the "Membership Twinning Programme" in 2017-2018. While the pilot generated strong interest (10 organisations applied), implementation faced challenges: only 2-3 of 8 planned exchanges submitted complete reports. Member feedback consistently highlighted the value of peer learning but called for stronger structure, clearer accountability, and better knowledge capitalisation.

Key innovations for 2026-2028

- *Mandatory co-designed learning plans with clear, measurable objectives*
- *Structured reporting with templates, examples, and firm deadlines*
- *Mid-term MEL check-ins to support participants and address challenges early*
- *Network-wide knowledge-sharing requirements (through webinars, practice notes, tools)*

1.2 Strategic Plan alignment

This programme aligns with in [End FGM EU's Strategic Plan \(2023-2027\)](#), specifically:

Strategic Priority 2: Consolidate the Network and strengthen its role as a sustainable, impactful collective force driving systemic change

Strategic Objective 2: Build the capacity and leadership of members

The Peer Learning Exchanges Programme operationalises this objective by:

- *Mapping skill sets and training needs amongst members*
- *Facilitating reciprocal exchange of knowledge and skills on good practices*
- *Enhancing members' capacity to address organisational and operational challenges*
- *Creating a culture of solidarity, mutual support, and feminist knowledge-sharing*
- *Building horizontal connections that strengthen the network as a collective force*

Specific objectives tailored to each member’s pair will be jointly defined with the selected members.

1.3 Lessons learned from 2017-2018 pilot programme

What worked:

- Strong member interest and demand for peer-to-peer learning
- High satisfaction among participants who completed exchanges
- Recognition of the value of reciprocal, horizontal learning models
- Members valued practical, hands-on learning

What didn't work well:

- Low completion and reporting rate: Only 25-30% of planned exchanges submitted full reports
- No systematic knowledge capitalisation: Learnings stayed with participants, not shared network-wide

Corrective measures for 2026-2028:

2017-2018 Challenge	2026-2028 Solution
Low reporting compliance	Mandatory reporting; simplified templates provided
No mid-term support	Mid-term MEL check-ins (30-45 min calls) to monitor progress and address challenges
Knowledge stayed with participants	Mandatory network-wide knowledge-sharing (webinar, practice note, or presentation)

2. ELIGIBILITY CRITERIA

2.1 Organisational eligibility

All organisations meeting the following criteria are eligible to apply:

- Full or Associate Members of END FGM EU (regardless of membership type)
- Commitment to reciprocal learning (both offering expertise and seeking to learn)
- Capacity to participate in-person exchange visit (2-4 days)
- Commitment to reporting (mid-term check-in + final report 2 pages max) and knowledge-sharing with the wider network
- Adherence to END FGM EU's Child Protection & Safeguarding Policy

2.2 Pairing prioritisation criteria

The Selection Committee prioritises applications that demonstrate:

- Specificity: Clear, concrete learning objectives (not vague statements like "improve advocacy")
- Mutual benefit: Both/all organisations gain valuable expertise from the exchange
- Feasibility: Realistic plans within the 6-month timeline, considering organisational capacity

3. FUNDING INFORMATION

3.1 Budget structure

Allocation:

- Year 1 (2026): 4 exchanges

- **Year 2 (2027):** 4 exchanges
- **Year 3 (2028):** 4 exchanges

Budget per exchange: Approximately €1000, covering: travel, accommodation (maximum 3 nights per visit) and subsistence

Reimbursement process: Costs are reimbursed after peer learning exchange implementation. Each member will be invited to submit an Expenses Claim for peer learning cost reimbursement with supporting documents (receipts, invoices, boarding passes).

Note: For organisations facing cash-flow constraints, flexible payment schedules can be negotiated with the Secretariat.

3.2 Duration & Structure

Each exchange to be plan between within the year and consists of three phases:

Phase 1: Co-Design & Preparation (Months 1-2)

- co-design meetings between paired/grouped organisations
- Development of Learning Plan with specific objectives, activities, timeline, and expected outputs
- Logistical planning (travel dates, accommodation, meeting schedules)

Deliverable: Learning Plan Document (template provided) – Due 1 month after notification

Phase 2: In-person reciprocal visits (Months 3-4)

- Each organisation hosts the other(s) for 2-4 days (3 nights accommodation Max)
- Tailored activities based on Learning Plan (visits, workshops, shadowing, coaching, etc.)
- Real-time documentation (notes, photos with consent, reflections)

Typical visit structure (example from the past):

- **Day 1:** Welcome, context-setting, site visits (services, community spaces)
- **Day 2:** Deep-dive sessions (workshops, shadowing, stakeholder meetings)
- **Day 3:** Reflection session, identification of key takeaways, planning for follow-up

Phase 3: Follow-Up & Knowledge capitalisation (Months 5)

- Preparation of final report (using template provided 2 pages max)
- Development of knowledge-sharing output (practice note, webinar, presentation, or joint tool)

Deliverables:

- Final Report (max 2 pages) – Due September 2026 (Year 1)
- Knowledge-Sharing output – To be plan with the secretariat

3.3 Activities

Exchanges are fully flexible and tailored to co-designed learning objectives. Activities may include:

Organisational & Operational learning:

- Financial management systems, budgeting, donor reporting



- *HR policies, staff wellbeing, feminist governance structures*
- *MEL frameworks, impact measurement, theory of change development*
- *Safeguarding policies and implementation*
- *Fundraising strategies, grant writing, diversifying income*

Programmatic & Strategic learning:

- *Advocacy strategies, policy influence tactics, coalition-building*
- *Community mobilisation, survivor leadership models, grassroots organising*
- *Youth engagement approaches, intergenerational dialogue*
- *Service delivery models (support services, hotlines, referral pathways, trauma-informed care)*
- *Communication strategies, social media campaigns, narrative change*

Practical exchange activities:

- *Visits to FGM-related services, community centres, grassroots initiatives*
- *Observation/participation in community-based activities (workshops, support groups, campaigns)*
- *Meetings with local stakeholders, partners, government officials*
- *Shadowing staff in specific roles (programme officer, community mobiliser, financial manager)*
- *Joint workshops, strategy sessions, problem-solving clinics*
- *Sharing of tools, templates, methodologies, case studies*
- *One-on-one coaching and mentoring on specific challenges*

4. SELECTION PROCESS

4.1 Timeline (Year 1: 2026)

Phase	Date	Responsibility
<i>Call for Expression of Interest Launch</i>	<i>9 December 2025</i>	<i>Secretariat</i>
<i>Application Deadline</i>	<i>31 March 2026, 23:59 CET</i>	<i>Applicants</i>
<i>Assessment, Matching</i>	<i>1-15 April 2026</i>	<i>Selection Committee</i>
<i>Final Approval</i>	<i>17 April 2026</i>	<i>Board</i>
<i>Notification to All Applicants</i>	<i>17 April 2026</i>	<i>Secretariat</i>
<i>Kick-Off Calls/notification with Selected Pairs/Groups</i>	<i>17 April 2026</i>	<i>Secretariat + Participants</i>
<i>Learning Plans Due</i>	<i>17 May 2026</i>	<i>Participants</i>
<i>Exchange Implementation Period</i>	<i>May – September 2026</i>	<i>Participants</i>
<i>Mid-Term MEL Check-Ins</i>	<i>June 2026</i>	<i>Secretariat + Participants</i>
<i>Final Reports Due</i>	<i>September 2026</i>	<i>Participants</i>
<i>Knowledge-Sharing Outputs webinar with wide Network</i>	<i>September- November 2026</i>	<i>Participants</i>

4.2 Selection Committee Composition

The Selection Committee consists of: END FGM EU Director, Operations & Governance Officer, Programme Officer - Final approval of selected pairs/groups by the END FGM EU Board.

4.3 Assessment Process

Eligibility Screening (Secretariat)

All applications screened for:

- *Membership status (Full or Associate Member)*
- *Completion of all required sections of Expression of Interest Form*
- *Clear articulation of skills offered and skills sought*
- *Commitment to reporting and knowledge-sharing (signed)*

Matching priorities (Selection Committee)

The Selection Committee will:

1. Identify potential pairings/groupings based on complementarity of skills offered and sought
2. Respect applicant preferences where possible, but may propose alternative pairings if complementarity is stronger elsewhere
3. Assess each proposed pairing/grouping using the criteria below

If alternative pairings are proposed, applicants will be contacted BEFORE final selection to confirm interest.

5.COMMITMENTS

If selected, you commit to:

- Co-design a Learning Plan with specific objectives, activities, and timeline (template provided)
- Participate in at least one in-person visit (2-4 days, 3 nights) to your partner's location
- Host your partner organisation for at least one in-person visit (2-4 days, 3 nights)
- Participate in mid-term MEL check-in with Secretariat (30-45 min call)
- Submit final report (max 2 pages, template provided)
- Submit expenses claims for reimbursement with receipts/invoices, boarding pass
- Deliver knowledge-sharing output for wider network to capitalise learning through the Network

6. GOVERNANCE

- Secretariat manages call, selection, pairing, monitoring, and MEL reporting.
- Selection committee approves final pairs based on strategic fit.

7.HOW TO APPLY

Members interested in participating should:

- Indicate skills and capacities they wish to acquire.
- Indicate skills and capacities they can offer to peers.
- List up to 3 members they would prefer to be paired with.

This information will enable END FGM's Secretariat to match members effectively based on complementary needs and expertise.

Complete the Expression of Interest Form [here](#) and submit by 31 March 2026, 23:59 CET to abah@endfgm.eu with subject line: "Peer Learning Exchanges 2026 - [YOUR ORGANISATION NAME]"

Questions? Contact us at abah@endfgm.eu

This TOR is a living document. It will be reviewed annually based on learning from implementation and feedback from sub-grantees, the Board, and the Members.

December 2025.
