

# Terms of Reference for Mid-Term Review of Women Empowered for Leadership



Final, 26 February 2018

## Introduction

These Terms of Reference concern a Mid-Term Review of the Women Empowered for Leadership (WE4L) programme, to be conducted in the second quarter of 2018. This MTR is part of the regular monitoring mechanisms of this programme.

## Project summary

Women Empowered for Leadership is a five-year programme, managed by Hivos and implemented together with local partners in Jordan, Lebanon, Malawi, Zambia and Zimbabwe.

The programme aims for women to have equal opportunities and the capacity to fully participate in political and societal decision-making processes. This also means women should be recognised and supported in politics and society as leaders and agents of change. Hivos is careful to invest in leadership opportunities and political processes at the sub-national level because this is where decisions are made and policies are implemented that directly affect people's daily lives.

Objectives:

1. More women participating fully and effectively in politics and public administration at sub-national level.
2. Female leaders, linked with women's rights organisations, have more influence on political and societal developments and on public opinion.
3. Civic organisations such as trade unions and political parties promote full and equal participation of women in leadership positions and demonstrate a significant change in their own policies and practices.
4. More recognition and support from the general public for women in leadership positions.

More information on <https://womeninleadership.hivos.org>

## Key data

Duration: January 2016 – December 2020

Total budget: € 15 mln for 5 years for 5 countries

Project team: Hivos staff in Amman, Beirut, Lilongwe, Lusaka, Harare and The Hague

## WE4L partners

### Jordan

7iber, Arab Network for Civic Education (ANHRE), Drabzeen, Sisterhood is Global Institute (SIGI), Sky High

### Lebanon

Gender Audit Project, Gender Sexuality Resource Centre (GSRC), Lebanese Association for Democratic Elections (LADE), Lebanon Support, Maharat Foundation

### Malawi

Centre for Multi-Party Democracy (CMD), Governance, Gender Justice and Development Centre (GGJDC), Towwirane, Women's Legal Resources Centre (WOLREC)

### Zambia

Non Governmental Organisations Coordination Council (NGOCC), Panos Institute Southern Africa, Restless Development, Zambia National Women's Lobby (ZNWL)

### Zimbabwe

Gender Links, Gender and Media Connect (GMC), Media Monitoring Project Zimbabwe, Women's Coalition of Zimbabwe (WCoZ), Women in Leadership and Development (WILD), Women In Parliamentary Support Unit (WIPSU)

## Funding

WE4L is funded through the Funding Leadership and Opportunities for Women (FLOW) fund of the Dutch Ministry of Foreign Affairs.

More information on <https://www.government.nl/topics/grant-programmes/funding-leadership-and-opportunities-for-women-flow>

with financial support from



Ministry of Foreign Affairs of the Netherlands

## MTR aim

The aim of this Mid-Term Review is to evaluate the strategy, activities and results of the WE4L programme so far, also in relation to the programme's Theory of Change and time-planning, as well as to formulate recommendations for improvement of specific aspects or for corrective actions, if necessary. The evaluation and recommendations from this MTR will be predominantly for internal use, but the results and recommendations will be shared with key stakeholders of the programme (see paragraph on results and follow-up of the MTR).

## MTR focus

The Mid-Term Review will focus on the following questions:

### ***Progress in implementation:***

To what extent are we making progress in achieving the WE4L programme objectives?

#### Sub-questions:

- Premised on the programme ToC, M&E plan and annual plans, how well is the WE4L programme making progress towards the project objectives? What are the results achieved? Reasons for the achievement or non-achievement?
- Are we on the right track in terms of achieving the WE4L programme objectives? In other words: Are we heading toward the right direction this way? If not, why and what can be done to improve?
- Are we on track in terms of time-planning? If not, why and what can be done to improve?
- Which parts of the WE4L programme were successful and less successful in achieving the programme's objectives as stated in the ToC? Reasons why should be provided for either response.

### ***Relevance, quality and effectiveness:***

To what extent is our work in the framework of WE4L relevant in the country context, of sufficient quality and effective?

#### Sub-questions:

- How do target groups, beneficiaries and stakeholders of WE4L appreciate the quality and relevance of our trainings, lobby activities, public communication and campaigning, and other activities within the WE4L programme? (compared to other organisations that implement similar programmes)
- Have trained and supported beneficiaries been able to apply the newly acquired knowledge and skills? What do trained and supported beneficiaries perceive the benefits to them to be? Have they gained new confidence, new knowledge, new skills and new networks? Where there are any adverse effects of WE4L on beneficiaries?
- Has unnecessary duplication of activities taken place within WE4L?
- Have Hivos and the WE4L partners managed to create synergies and achieve added value? What more is possible and recommended in this field?

## MTR result

As a concrete result of this Mid-Term Review, the evaluation team will write a report reflecting the above mentioned topics, with additions as thought appropriate, as well as containing the evaluators' observations, conclusions and recommendations. These should be logically interlinked.

Recommendations should be concrete and addressed to one or more of the implementers or other stakeholders involved. The evaluation report should include an analysis of strengths, weaknesses, opportunities and threats (SWOT) of the WE4L programme. The report should also briefly explain the

methodology used for this evaluation, as well as a brief justification for the methodology used (see paragraph on methodology).

The report will be written in English. It will also become available in Arabic later. The translation into Arabic will be organized by Hivos, but the evaluation team will be involved in the editing of the translation as well.

### Follow-up

The report will be used for internal use. It will be shared and discussed within Hivos, with key WE4L partners and with the financier (the Dutch Ministry of Foreign Affairs), to inform them and to discuss adaptations to the programme, if necessary. The recommendations provided by the evaluation team will be seriously discussed and considered, but are not binding.

The report will not be published. The evaluators themselves will not publish or share the results from this evaluation with others.

### Information sources

The Mid-Term Review will be based on information from Hivos and a selection of key WE4L partners, on interviews with people involved in the WE4L programme (as target groups, beneficiaries, trainers, service providers or as stakeholders) and on publications and broadcasts in the media. The evaluation team will decide who exactly will be interviewed for this MTR. Interviews can be held face-to-face, by telephone, Skype or other communication channels. Travelling for face-to-face meetings will only be done if the safety situation allows it and the required visas can be obtained in time. For safety risks the evaluation team is advised to consult the travel advice by the Dutch Ministry of Foreign Affairs on <https://www.nederlandwereldwijd.nl/reizen/reisadviezen>

The Mid-Term Review will refer to the theory of change, project objectives and results as laid down in the approved project proposal and the revised project documents (monitoring and evaluation framework, budget), as well as to the WE4L annual plans and annual budgets, annual reports, information in IATI database, and other project communications.

### Expected Deliverables

Hivos expects the following deliverables from the consultant:

1. An evaluation proposal which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants, evaluation questions, work plan (including timeline) and budget.
2. A draft evaluation report which should be delivered within a agreed time frame to allow Hivos and MoFA be able to discuss the draft report
3. A feedback meeting (in person or per skype)
4. The final evaluation report

The evaluators should note that all draft documents, deliverables, material and content must be submitted to Hivos

### Methodology

The evaluation methods must be predominantly qualitative, with supporting quantitative data when needed. The evaluation will be consultative and participatory and analysis of information and opinions should be cross-checked to ensure that the evaluation is objective and sound. The evaluators' gender-sensitivity is supposed to be methodologically integrated in the process.

### Evaluation team

The Mid-Term Review will be conducted by a team of evaluators, comprising of three people at maximum and with one lead evaluator who will steer the co-evaluator(s) and is responsible for producing the evaluation report. The evaluators will be selected on basis of their expertise, experience and backgrounds.

The evaluation team as a whole should have the following competences (so the 3 different evaluators can have complementary skills):

- a local expert from each of the two regions (Middle East and Southern Africa)
- proven experience in conducting evaluations especially using mixed method approach (qualitative and quantitative);
- expertise on political participation of women and women's leadership;
- gender-sensitivity and cultural sensitivity;
- in-depth knowledge of the five programme countries;
- fluency in English (preferably as native speaker) and preferably Arabic
- excellent verbal and written communication skills;

The evaluators will not present themselves as representatives or advisors of Hivos at any time.

### Costs

The total costs for this assignment will not exceed € 40,000. This amount is based on payment of working days for the entire assignment, including preparation, travel time, interviews, report writing and finalization, including co-editing of the Arabic translation. This total amount also includes travel costs (boarding & lodging and local traveling), telephone costs, administrative expenses and taxes such as VAT. Any required additional costs in the framework of this assignment are subject to prior approval from Hivos.

### Time planning

The Mid-Term Review will take place in the period April-June 2018. The draft evaluation report, containing the evaluation team's observations, conclusions and recommendations, will be submitted to Hivos on June 4<sup>th</sup> 2018 at the latest. The feedback session will be on June 14<sup>th</sup> 2018. The final report, after feedback from Hivos, key WE4L partners and the Dutch Ministry of Foreign Affairs will be submitted to Hivos not later than June 30<sup>th</sup> 2018.

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