



Programme End Term Evaluation (ETE)

Terms of Reference

November 2024

TABLE OF CONTENTS

1.0 BACKGROUND2

2.0 KEY WE LEAD PRINCIPLES AND INSTRUMENTS.....3

3.0 EVALUATION PURPOSE AND RATIONALE.....5

4.0 GUIDING QUESTIONS5

5.0 EVALUATION APPROACH AND METHODOLOGIES7

6.0 LINKAGE WITH THE CAPACITY ASSESSMENT.....9

7.0 DELIVERABLES and INDICATIVE TIMELINES.....10

8.0 SCOPE10

9.0 CONSULTANTS PROFILE.....11

10.0 PROPOSAL.....11

11.0 ANNEXES.....11

1.0 BACKGROUND

Hivos is an international development organization guided by humanist values. Together with citizens and their organizations, we aim to contribute towards just, inclusive and life-sustaining societies where people have equal access to opportunities, rights and resources. We work in partnership with others in the Middle East, Africa, Asia and Latin America on three impact areas: civic rights; gender equality, diversity and inclusion, and climate justice. Our approach is solution driven, and we build wider movements for change by amplifying and connecting voices.

We Lead is an inspiring, innovative and daring program that aims to improve the sexual and reproductive health and rights (SRH-R) of young women. It focuses on four specific groups of young women: those living with HIV, those with disabilities, Gender and Sexual Minorities and those affected by displacement. Through Mutual Capacity Strengthening, the program puts these young women as rights holders in the driver's seat while supporting them to make sustainable changes for their SRH-R.¹

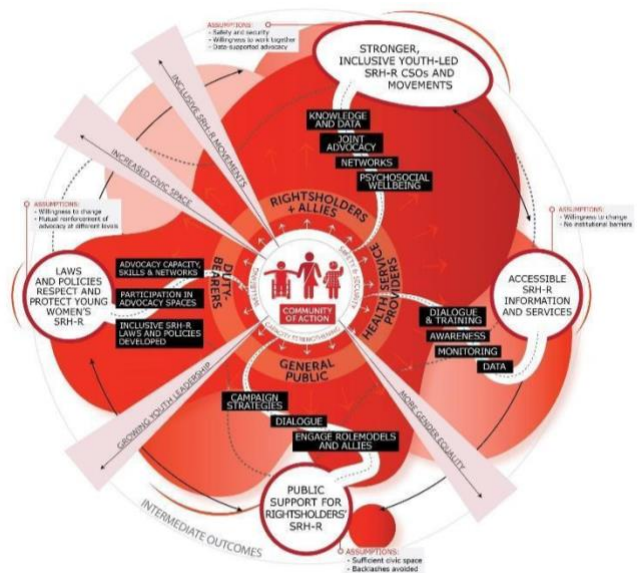
The programme is implemented in nine countries in Africa, the Middle East and Central America by a consortium of six civil society organizations. The *We Lead* consortium consists of [Positive Vibes](#), [Restless Development](#), [Marsa](#), [FEMNET](#), the [Central American Women's Fund](#) and [Hivos Foundation](#). The Ministry of Foreign Affairs of the Netherlands is also part of the partnership. Hivos is the consortium lead.

Anchored on the principle of local ownership, at the heart of the program is the Community of Action (CoA) in each of the 9 countries which is a safe space for the rights holders not only to convene but also implement the program activities together. The program works with multiple partners in each country through direct granting and regranting through the Country Community of Action Host organizations.

The program has been running since 2021. It focuses on four pathways of change expected to contribute: stronger, inclusive youth led SRH-R CSOs and movements, public support for rights holders SRHR, Accessible SRHR information and services and laws and policies that respect and protect young women SRHR. The strongly interlinked pathways will enable the program to achieve its strategic objective which aims at building a vibrant young woman, rightsholder led civil society. This movement of change makers is envisioned to successfully generate public support and to influence governments, health service providers and societal actors to become advocates for SRH rights for young women and girls that are living with HIV, displaced, living with disability and Gender & Sexual Minorities.

The We Lead program is guided by a TOC with the four pillars as outlined below:

- Intermediate Outcome 1: Strengthened CSOs are inclusive of or led by young women from four rightsholder groups, and work together in a Community of Action, to defend and promote their SRH-R.
- Intermediate Outcome 2: The general public increasingly acknowledges and supports young women's SRH-R.
- Intermediate Outcome 3: Health service providers are more aware of the SRH-R needs and situation of rightsholder groups, and increasingly provide accessible, comprehensive, high-quality, inclusive and respectful SRH-R information and services.
- Intermediate Outcome 4: Duty-bearers increasingly design, adopt and implement laws and policies that respect and protect the SRH-R of young women from rightsholder groups



The Theory of Change was adapted and contextualized in each country from the start of the program and is reviewed on an annual basis. The shared main objective indicates that:

¹ Sexual and Reproductive Health and Rights

By the end of 2025, resilient young women with disabilities, living with HIV, affected by displacement or identifying as sexual minorities, play a leading role in strengthened and inclusive organizations and movements that enjoy increased public support and have convinced duty-bearers and health-service providers to take steps towards implementing laws, policies and practices that respect and protect these young women's SRH-R.

Likewise, the theory of change indicates, in line with the intermediate outcomes, that with the CoAs as a solid base to strengthen local organizations and rights holders' capacities to promote their SRH-R (intermediate outcome 1), we support them to develop and implement strategies to shift social and gender norms – starting with their direct environment and gradually reaching the general public (intermediate outcome 2). Health-service providers are another 'target' We Lead helps rights holders to influence, to improve their access to SRH-R information and services (intermediate outcome 3). Last but not least, We Lead supports them in lobbying duty-bearers to change laws and policies in favor of rights holders' SRH-R (intermediate outcome 4).

Baseline Study and Mid Term Review

A baseline study was conducted in 2021, analyzing the SRHR context in the nine implementation countries for each intermediate outcome. Some key findings include:

- **Outcome 1:** Young women's views were often disregarded, as they were seen as incapable of contributing to discussions and decisions. As a result, their needs were frequently overlooked by duty bearers in families, communities, and governments. However, participatory initiatives by national and international NGOs had effectively enabled young women's voices to be heard.
- **Outcome 2:** Young women rights holders faced limited access to SRHR information and services due to structural barriers, including gender inequalities, power dynamics, and harmful sociocultural norms that heightened violence, stigma, exclusion, and discrimination against them.
- **Outcome 3:** Young girls (10-19) and young women (20-24) were often excluded from decision-making due to patriarchal norms and misconceptions about SRHR, GBV, and HIV, especially in refugee settings. This exclusion led to vulnerabilities, including high dropout rates, limited access to services, and significant health risks related to their unique SRHR needs.
- **Outcome 4:** The political and social climate continued to severely restrict SRHR and human rights, particularly for We Lead young women rights holders. In countries in East Africa and the MENA region, civic spaces were dangerous for SRHR advocates. Conflicting laws, such as those on HIV, criminalized affected individuals. Security agencies misused anti-homosexuality laws to persecute gender minorities, while CSOs faced threats, deregistration, media censorship, and restricted assembly rights.

Additionally, a **Mid Term Review (MTR)** was conducted in 2023 and some of the key findings included the following:

- **Outcome 1:** The MTR data showed significant progress, with capacity-building efforts enabling young women to articulate their rights, engage with duty bearers, and participate in advocacy spaces previously inaccessible.
- **Outcome 2:** Progress varied across countries showing positive developments in SRHR discourse through media engagement, while other regions like Central America and Africa experienced less pronounced changes.
- **Outcome 3:** Despite improved awareness of young women's SRHR needs and better service access among the healthcare providers, barriers like stigma, discrimination, and limited youth-friendly services persist. Mobile clinics and provider sensitization offered partial solutions.
- **Outcome 4:** Progress on this outcome varied, with local-level advocacy proving more effective than national efforts. Political instability, conservative resistance, and hostile environments continued to hinder broader success, requiring tempered expectations for policy change.

The MTR found that partnerships and collaboration within the We Lead Programme were showing progress, with many COAs positively evaluated for joining forces to meet strategic objectives. However, challenges included cross-partner communication gaps, insufficient engagement of consortium partners in strategic decision-making, lack of bottom-up leadership, and the need for more team-building exercises.

2.0 KEY WE LEAD PRINCIPLES AND INSTRUMENTS

The following are key principles of the We Lead program. By accepting this work, the consultant agrees to honor these principles to the maximum during the assignment and in interaction with any participant or team member.

Local Ownership – The program is designed in a way that ensures rights holders have the maximum freedom to decide how they will lobby and advocate for their SRH-R. It goes beyond ‘local ownership’ of the programme: to support them in strengthening and taking ownership, working from their own safe space. We Lead also ensures that rights holders are represented in the governance system and applies a two-way accountability approach.

The art of power balancing - We Lead consists of experienced consortium partners, who know what it takes to carefully balance between rights holders’ independence and autonomy, and the limitations of the programme’s framework. And the program has built-in safeguards for all We Lead parties to hold to our values and behaviors, including a strong safeguarding mechanism.

Youth leadership - We Lead aims to ensure the rights holders take the lead in all strategic decisions and activities that affect their access to SRH-R information and services. The ‘We’ that Lead, are the young women rights holders who claim agency over their bodies and sexuality.

Gender transformative approach - Gender equality, inclusion and diversity are at the heart of our approach. Our consortium is convinced that diversity and inclusion enrich organizations and societies, and that a gender transformative approach is key for sustainable change.

Safeguarding and expanding civic space - Civic space is either obstructed or repressed in all programme countries. How do we support rights holders and their organizations to safeguard and maybe even expand their civic space? First of all, we ensure a holistic safety and security network is in place in all countries, to enable local organizations to operate in the safest possible way. Secondly, to expand civic space, we consider movement-building as crucial. We support policies regulating the relationship between staff members and the communities/organizations we work with.

Integrating a conflict sensitivity analysis - In most countries, We Lead work in, conflicts and violence exist or are likely to arise during the programme. But even where violent conflicts are less dominant, advocating for the SRH-R of young women – and our four rightsholder groups in particular – will create tensions and conflict. Therefore, a localized and rightsholder-specific analysis of conflict sensitivity and the potential effects of their interventions is key for the CoAs’ chances of success.

Increasing safety and security - SRHR advocates and activists in all We Lead countries meet fierce resistance from powerful conservative actors. This poses real risks to the young women and organizations we are working with. To mitigate these risks, We Lead develops a sound safety and security mechanism, with input from CoAs and building on the extensive experience and networks.

Safeguarding integrity, and preventing and dealing with misbehavior - The young women rights holders that We Lead focuses on, all experience very high rates of abuse and exploitation due to criminalization, stigma, and cultural beliefs. Our consortium is well aware of these vulnerabilities, and the importance of safeguarding the respectful and inclusive behavior of our own staff and that of our partners. We Lead consortium partners all have sound safeguarding policies and mechanisms in place, first of all, to prevent incidents from happening, but also to react adequately and rapidly in case an incident occurs.

Innovative approach and digitalization - Innovation is a key feature of We Lead. First of all in the way we work and how we bring true local ownership and youth leadership into practice. Looking at the CoAs, our approach is also innovative: these spaces are not formal networks or static platforms, but exciting places shaped by the ideas and actions of the young women and their organizations.

Nothing About Us Without Us! (Latin: "Nihil de Nobis, sine Nobis"), a saying highlighted since the 1990s by the movement of People with Disabilities. This slogan communicates the idea that no policy should be decided by any representative **without** the full and direct participation of members of the group(s) affected by that policy. In line with this saying, We Lead promotes the full and direct participation of members of the group(s) affected by the We Lead interventions and the individual grantees’ projects. Further, it supports people-led lobby and advocacy and encourages learning on successful inclusive approaches.

Inclusion – is related to attitude, communication, accessibility & participation. It can be understood as a set of linked, unending processes to do with the participation of individuals: the creation of settings, and systems (procedures, policies, and laws) that encourage participation; and putting ‘inclusive’ values into action. All three are about everyone rather than about a particular group.

3.0 EVALUATION PURPOSE AND RATIONALE

The We Lead program has been implemented since 2021. The program conducted an MTR in 2023 and is currently implementing the learning and recommendations made during the mid-term review. The final evaluation will cover the whole implementation period. Though the End Term Evaluation (ETE) is a condition of the funding agreement between the We Lead consortium and the MFA Netherlands, it will be a key source of learning and reflection for the We Lead program (both as the intended users of the evaluation results). Lessons and reflections will be incorporated into future programming decisions and strategic direction for the We Lead program. Results will be developed and articulated to directly contribute to program improvement and sustainability efforts.

The End Term Evaluation will be guided by the OECD-DAC evaluation criteria with a focus on coherence, effectiveness and sustainability. These three criteria have been selected to allow for in-depth analysis over breadth, given the available resources and to prioritize quality insights. We recommend focusing on the three criteria using a feminist MEL approach, as this will provide the most valuable insights at the end of the programme. First, examining coherence—how well the program aligns internally and externally—will support systemic-level reflection. Secondly, similar to our mid-term review (MTR), it's essential to assess the programme's success in meeting its objectives (effectiveness). Finally, given the program's closure phase, we'll emphasize sustainability by reviewing strategies established at both country and global levels. Specifically, we'll focus on capacity strengthening, local ownership, and willingness to further resource mobilization efforts to ensure the programme's gains endure.

Therefore, the key objectives of this final evaluation are the following:

1. Evaluate the program's **effectiveness**, focusing on Theory of Change implementation, annual localization, adaptation to changing contexts, and the validity of key assumptions. Assess the effectiveness of activities in capacity strengthening, lobbying, and advocacy on achieving SCS/thematic targets and We Lead framework outcomes, highlighting successes, challenges, unexpected outcomes, and the role of partnerships in influencing results. Additionally, assess the effectiveness of integration of cross-cutting themes (gender, youth, climate) and contextual factors (security, economic, political), and examine differential results among programme right-holder groups.
2. Assess the **coherence** and quality of the program's **partnership approach**, focusing on collaboration within the partnership, with the MFA, and with other stakeholders, emphasizing localization and "Leading from the South." Evaluate internal policy coherence (fit within partner institutions) and external policy alignment with the SDGs and key localization and partnership policies.
3. Review the program's **sustainability** mechanisms to ensure continuity of gains made and provide insights on the potential future positioning of the We Lead programme. Compare these mechanisms with those outlined in the We Lead program proposal.

4.0 GUIDING QUESTIONS

Below are the broad evaluation questions to be explored during the ETE. The learning will explore whether we did things right (process), whether we did the right things (results) and lastly, what the implications of these learnings are for course corrections at regional and global programme level.

OECD criteria	Evaluation objective	Evaluation questions
---------------	----------------------	----------------------

EFFECTIVENESS	<p>1.0: Evaluate the program’s effectiveness, focusing on Theory of Change² implementation, annual localization, adaptation to changing contexts, and the validity of key assumptions. Assess the effectiveness of activities in capacity strengthening, lobbying, and advocacy on achieving SCS/thematic targets and We Lead framework outcomes, highlighting successes, challenges, unexpected outcomes, and the role of partnerships in influencing results. Additionally, assess the effectiveness of integration of cross-cutting themes (gender, youth, climate³) and contextual factors (security, economic, political), and examine differential results among programme right-holder groups.</p>	<p>1.1: How effective has the Theory of Change guided implementation in each country, considering unique regional challenges including the annual review processes?</p> <p>1.2: How effective have the programme CS initiatives been in strengthening capacities of CoA’s organizations (in areas such as credibility, resilience, inclusivity, SRHR and collective action, among others) and rights holders participating in the programme (in areas such as self-confidence, political consciousness, and strategic leadership skills, among others)?</p> <p>1.3: To what extent has the general public’s awareness and support for young women’s SRHR increased? How have public attitudes and perceptions toward young women’s SRHR changed, and to what extent have program activities contributed to this shift?</p> <p>1.4: How have health service providers’ awareness and provision of SRHR services for rightsholder groups improved? Which strategies have been most effective in enhancing their capacity? How accessible, comprehensive, high-quality, inclusive, and respectful are the SRHR services now compared to the start of the program?</p> <p>1.5: To what extent have duty-bearers adopted and implemented laws and policies protecting young women’s SRHR from rightsholder groups? What specific laws and policies have been enacted or strengthened? How effective has the programme been in terms of influencing policy changes? What challenges or opposition have duty-bearers faced in designing and implementing supportive SRHR policies? To what degree do these laws and policies directly address the needs of rightsholder groups?</p> <p>1.6: Describe and assess the extent to which the programme effectively integrated gender, youth, climate, and broader security, political, and economic considerations into its design, implementation, and outcomes. Specifically, assess the programme’s contribution to creating gender-sensitive and youth-responsive structures, noting challenges and successes, and evaluate the integration of climate-related factors within its SRHR framework, particularly in climate-affected regions. Examine how the programme adapted to risks posed by shifting security, political, and economic factors across diverse environments.</p>
COHERENCE	<p>2.0: Assess the coherence and quality of the program’s partnership approach, focusing on collaboration within the partnership, with the MFA, and with other stakeholders, emphasizing localization and "Leading from the South." Evaluate internal policy coherence (fit within partner institutions) and external policy</p>	<p>2.1: To what extent does the programme build upon and align with existing initiatives undertaken by rightsholder organizations/associations and or groups?</p> <p>2.2: How does the partnership and collaboration approach with consortium partners, host organizations, and COAs align with the external international and national policy environments?</p>

² This includes a specific in-depth review of the 4 intermediate programme indicators in the Results Framework, including measurement and analysis of actuals against five-year targets, compared to baseline and MTR.

³ The use of [Gender at Work Framework](#), the [Roger Hart’s ladder](#) for the analysis of youth participation and the [Climate Sensitivity SRHR framework](#) is encouraged

	alignment with the SDGs and key localization and partnership policies.	<p>2.3: To what extent has the programme adequately supported the CoAs to be able to implement their projects and accomplish their goals, while adhering to the principle of local ownership?</p> <p>2.4: How is the programme positioned within the wider funding and development sector, and what distinguishes it from similar programmes in terms of reach, relevance, and alignment with future scenarios? How did the programme align with and complement national policies and existing formal SRHR initiatives?</p>
SUSTAINABILITY	3.0: Review the program's sustainability mechanisms to ensure continuity of gains made and provide insights on the potential future positioning of the We Lead programme. Compare these mechanisms with those outlined in the We Lead program proposal.	<p>3.1: How do grantee partners, consortium partners and rights holders plan to continue the activities supported by We Lead beyond the programme, if at all? What exit strategy was in place and how did the programme adhere to it?</p> <p>3.2: What good practices around the design and implementation of the program should be scaled up or incorporated in future programming?</p> <p>3.3: How will the partners' measures ensure an enabling environment and mitigate risks to programme results?</p>

Evaluators are expected to adapt these questions to local context ensuring tailored approaches according to local and region differences.

5.0 EVALUATION APPROACH AND METHODOLOGIES

This evaluation will adopt a Feminist Monitoring, Evaluation, and Learning (MEL) approach, prioritizing learning with rights holders and grantee organizations throughout the process. It will be a collaborative, not extractive, approach; beginning with meaningful participation in co-creating the evaluation approach and methodologies at the inception stage. It will prioritize participatory, inclusive, and power-sharing approaches, intersectionality, collective learning, care and well-being, and celebration of diversity. We request that the evaluation team propose the most effective way to achieve this.

It is expected that this will be a collaborative approach, involving both an international Lead Consultant and locally-based national consultants. This dual approach combines the in-depth, context-specific knowledge of national consultants with the expertise and oversight of the lead consultant. National/local consultants will be recruited in each of the nine countries, with selection criteria prioritizing their independence to ensure impartiality in their contributions, selected for their knowledge of the local SRHR context, familiarity with the We Lead programme objectives⁴, and experience in participatory, feminist, or youth-led evaluations. The Lead Consultant will manage the recruitment of national consultants; therefore, this responsibility should be factored into both the technical and financial proposals. To ensure alignment with We Lead's feminist MEL approach and local needs, the selection process will involve advisory input from both the country committees and Hivos. This input will focus on key elements such as inclusivity, understanding of local sensitivities, and the ability to work effectively with rights holders. The country committees and Hivos may participate either in jointly defining the selection criteria or by including advisory members from these bodies in the selection process. However, it is crucial that their participation is structured in a way that maintains consultants independence and impartiality of the evaluation, ensuring that the final selection remains unbiased and objective. The following outlines the roles and responsibilities of each consultant:

- The lead consultant will oversee the entire evaluation, ensuring consistency in methodology, data quality, and adherence to the feminist MEL approach, evaluation frameworks, tools, and guidelines, which will be localized in collaboration with the national consultants. Travel will be limited and focused on key phases, such as inception workshops and validation meetings, to optimize costs and enable direct interaction with stakeholders and country committees. During the data collection and analysis phases, the lead consultant

⁴ For example, experience working on actions related to the strengthening of CSOs led by young women from rightsholder groups, raising public awareness of SRH-R rights, improving health services in terms of accessibility and quality, or designing and implementing inclusive laws and policies to protect SRH-R.

will work closely with local consultants, who will handle much of the groundwork, ensuring consistency and contextual relevance.

- National consultants will conduct fieldwork, coordinate with local rights holders, and adapt data collection tools to the local language and cultural context. They will manage Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and in-depth interviews in their respective countries.

In each country, a country committee will be formed, consisting of one COA facilitator, one Project Officer, three to four rights holders representing the four rights holder groups, and one individual from the Global Reference Group. Stakeholder representation within the committee will be based on consensus among the involved organizations. These internal mechanisms are designed to promote ownership, meaningful participation, and learning within the program. Similarly, the ETE Reference Group is composed of the commissioner of the evaluation (Hivos Global Program Manager), representatives from the consortium members with both thematic and evaluation experience, MOFA representation and two independent experts to ensure an external, independent perspective. The evaluation will engage non-beneficiaries in data collection through methods such as contribution analysis and process tracing.

We would like the representatives from country committees to contribute actively to the development/review of data collection tools, and where possible, to involve young women researchers from the program in the data collection process itself, using creative and participatory methodologies. During the analysis phase, it's essential that country committees participate meaningfully, and in the validation phase, we want to include feedback from rights holders, grantee partners, and consortium partners.

The consultant is expected to use a **purposive sampling strategy**, selecting diverse participants across countries and stakeholder groups. The sample will cover:

- Rights holders from the primary groups: young women living with HIV, young women with disabilities, gender and sexual minorities, and those affected by displacement.
- External stakeholders: Healthcare providers, policy advocates, government officials, other donors/civil society groups, external experts, academy, consortium partners and others.
- Country-level program implementers: CoA facilitators, project officers, and regional We Lead staff.

Hivos will provide a list of stakeholders from which the consultant is expected to independently select a sample of participants for inclusion in the evaluation exercise. FGDs, KIIs and in-depth interviews should be pursued with different stakeholders accordingly.

Importantly, since We Lead is a multilingual and inclusive programme careful consideration should be given into how to ensure all can participate in the different stages of the evaluation - through, for example, translation into all We Lead languages and relevant sign language, and consideration for different abilities in the different processes. The budget provided should cover all these considerations. The consultant(s) are expected to offer continuous feedback and updates regarding the evaluation's implementation to both the country teams and the We Lead ETE team. This process will take place during the evaluation and extend afterward, particularly during validation of results. The feedback should ensure that any adjustments, clarifications, or revisions necessary for accurate reporting and interpretation are communicated effectively to maintain the integrity and reliability of the evaluation outcomes.

We expect the use of both quantitative and qualitative methods, following participatory approaches that actively involve various stakeholders, partners, and rights holders through feminist and youth-led methodology. This approach ensures that rights holders have a voice in shaping the evaluation and its outcomes. We propose to follow the relevant OECD criteria and the guidance documents provided by the Dutch Ministry of Foreign Affairs (See Annex). The participatory approach employed should seek to include the voices and insights of young women from the four right holder groups (those living with HIV, with disabilities, affected by displacement and identifying as gender minorities) and where possible ensure their active participation in the evaluation process from the inception phase to reporting phase. The evaluation should also ensure information utility for the groups by development of simple and captivating information packages. The whole process should ensure learning to the groups in terms of knowledge and skills in conducting evaluations and also learning from the project design and implementation.

The methodology must adhere to the IOB quality criteria (outlined in the annexes) throughout the entire process. This includes incorporating these criteria from the design phase onward, ensuring plausibility in causal claims, clear indicators or descriptions of result areas, rigorous sampling and case selection, reliance on sufficient and independent information sources, and a thorough analysis of potential limitations and biases.

As per the MFA's guidelines, to evaluate effectiveness and contribution, consultants are expected to select one or more of the following methodologies - Contribution Analysis, General Elimination Methodology (GEM), Process Tracing and/or Realist Evaluation. Contribution Analysis focuses on establishing a plausible link between the intervention and outcomes by assessing how activities contributed to outcomes (while also ensuring that sufficient independent/external information sources and/or informants are included). GEM systematically rules out other factors to isolate causality, while Process Tracing builds a detailed causal narrative, examining each step to link the intervention to outcomes. Realist Evaluation uses the Context-Mechanism-Outcome framework to explore how and why an intervention works in different contexts. Consultants are expected to provide details on how this will be carried out within the available resources and with the feminist approach in mind.

Data Analysis and Validation: The Consultant(s) should propose appropriate data analysis, triangulation and validation methods to ensure validity and reliability. All data collection will follow ethical guidelines, including informed consent, data privacy, safeguarding policies, voluntary engagement, confidentiality, and *do no harm* principle, to protect participants and uphold program values.

6.0 LINKAGE WITH THE CAPACITY ASSESSMENT

The Capacity Assessment (CA) as an evaluation will also be carried out as part of the ETE, comparing data from the baseline and the first assessment conducted earlier in the programme. The results of the CA will be included in the final evaluation process, specifically under evaluation objective 1 (Programmatic Performance).

In this regard, CA should be included in the ETE process, specially ensuring the following:

- Data Collection: Integrate both of the data collection methodologies (ETE and CA) especially in the development of data collection processes to avoid duplication of efforts. This includes coordination for the tools to be used in data collection, dates for information gathering in countries, among others. The consultant is expected to compare the results obtained with the baseline capacity assessment and first capacity assessment and include these as annexes for country reports
- Consolidation and Triangulation of Information: The ETE report should include the results of CA into a structured and unified document.
- Validation: The validation of the evaluation report will be conducted at various levels- country and global.

Proposed Methodology for Capacity Assessment:

The final capacity assessment of organizations and young women rights holders in the programme will use a robust methodology which involves evaluating each core capability, providing a holistic understanding of an organizations or rights holders' strengths and areas for improvement. The methodology adopted should ensure that capacity is measured in a structured way, capturing the multiple dimensions of organizational or individual effectiveness. The approach should be participatory, empowering participants to reflect on progress and develop actionable insights for growth.

Local organizations will start with individual self-assessments using an already pre-designed tool⁵ inspired by [The Eight Core Advocacy Capacities](#) (Elbers and Kamstra, 2020) and [The Five Core Capabilities \(5CCs\) for CSOs](#), developed by European Centre for Development Policy Management (ECDPM) in 2008 to evaluate **six key capability areas** (credibility and sustainability, resilience and adaptability, inclusivity and leadership by young women rights holders, advancements in sexual and reproductive health and rights {SRHR}, safety, security, and collective care practices, as well as the ability to act jointly). These will be followed by group analysis sessions with technical support, where organizations will review findings, analyze strengths and challenges, and share best practices. This collective reflection will foster a shared understanding of capacities across organizations, generating country-level insights.

For young women rights holders, Focal Group Discussions (FGDs) are proposed to be conducted to assess both individual and group capacities across **four key areas** (self-confidence and resilience, political consciousness, strategic and thought leadership, and effective advocacy for young women's SRHR). These discussions will provide a space for rights holders to share experiences, reflect on their development, and collectively assess their progress. This participatory methodology will ensure that insights from both individuals and groups are captured, contributing to a comprehensive evaluation. This methodology needs to be integrated with the other data collection tools to be implemented in the ETE.

⁵ This tool was customized to meet We Lead's specific needs, aligning with its results and indicators. It was adapted into a format with more closed-ended questions, helping respondents identify their capabilities through concrete practices. This tool was previously used for the baseline and first assessment.

7.0 DELIVERABLES AND INDICATIVE TIMELINES

The entire process of the ETE will take 10 months (January 2025 – November 2025) as outlined in the ETE schedule below.

The process should include the following steps/phases;

1. **Inception phase:** will cover inception meetings including consultants commissioning, and desk review of key program documents. Submission of inception report and finalization of methodology and evaluation design based on feedback from We Lead evaluation team.
2. **Data collection phase:** (mixed participatory approaches) at different implementation levels.
3. **Data analysis and reporting phase:** To include analysis of data collected and sharing of preliminary findings and presentation of drafts reports, and validation at country level, drawing conclusions and recommendations.
4. **Finalization and validation phase:** Validation meeting and finalization of ETE report based on feedback from We Lead ETE team and validation meetings.
5. **Final ETE report:** The final ETE report must include as part of the analysis the main findings on the Capacity Assessment. Annexes of the analysis per country on the Capacity Assessment should be included.

The deliverables must meet the IOB evaluation quality criteria. This means, the deliverables must be clear, comprehensive, and transparent; - presenting findings in a way that is objective, free from bias, and fully reflective of the evaluation process. This guarantees that the evaluation's findings can be trusted and used for informed decision-making.

Tentative ETE schedule

Activities/Phases		Period	Timeframe
1	Consultants Onboarding (Commissioning)	2 months	Jan - Feb '25
2	Inception phase	1.5 Months	March '25
3	Data collection phase	3 Months	April - July '25
4	Data analysis and reporting phase	2 Months	July - Sept '25
5	Validation phase	1 month	Sept - Oct '25
6	Report Finalization	1 month	Oct - Nov '25

Deliverables

1. Inception report
2. Preliminary findings
3. Draft report/s
4. Presentation of draft report in-country validation meetings and global validation meeting
5. Final ETE report

8.0 SCOPE

Geographical scope

The program is implemented in 9 global south countries including: Africa region, the Middle East and North Africa region, Latin America and at global level (International Advocacy including engaging the Dutch society). We expect the sample to include all these countries. The evaluation must be fully conducted within the period from the timeframe provided, including the final delivery and review of the evaluation products.

9.0 CONSULTANTS PROFILE

Desired qualifications and skills

The team lead should have the following requirements (complementary skills by other team members is an added advantage):

1. At least 10 years' experience in program evaluation in social justice/ human rights /SRHR context and proven accomplishment in undertaking evaluations including leading evaluations of multi-stakeholders' programs
2. Relevant postgraduate degree in a relevant discipline (gender, public health, development and social studies, sociology, monitoring and evaluation).
3. Demonstrated experience in evaluation of global programme/s across various regions/multiple countries.
4. Demonstrated experience and expertise in designing feminist MEL processes using participatory and inclusive tools.
5. Strong analytical capacity to review and analyze qualitative data
6. Experience in working with theories of change in advocacy programmes
7. Good understanding and demonstrated experience in evaluating gender equality, diversity and inclusion and human rights for SRHR – related programmes/project.
8. Sensitive to the cultural and societal context of each country/region.
9. Excellent written and spoken English. It is also expected that the team plans for an engagement strategy in all We Lead implementation languages (English, French, Portuguese, Spanish, Arabic. Local consultants need to speak the country-specific language

10.0 PROPOSAL

To be considered for this opportunity, please submit an Expression of Interest that includes both (1) a Technical Offer and (2) a Financial Offer. The submission should outline your proposed methodology and budget, no longer than **ten pages** in total.

- 1) **Technical Offer:** A proposal detailing the proposed approach and methodologies for the evaluation as well as an evaluation planning matrix/work plan. The proposal should be accompanied by up-to-date CVs of the core evaluation team (showing background and experience). Please note that any shortlisted applicants will be required to subsequently submit previous work samples in English.
- 2) **Financial Offer:** An overview of the costs of services proposed in an appropriate cost table. These costs will cover the charges of the applicant as well as all other direct and indirect costs incurred. The applicant will specify the costs of transport, reproduction of documents and all other equipment necessary for the proper execution of the evaluation including translation services. The costs proposed in the financial offer should not exceed EUR 200,000 in total.

Submit your proposal to welead@hivos.org with the application title “**We Lead End-Term Evaluation Consultancy**”. Please send in your application no later than **15th December 2024 EAT**.

11.0 ANNEXES

[Annex 1. Theory of Change](#)

[Annex 2. IOB Criteria](#)

[Annex 3. SCS indicators guideline](#)

[Annex 4. Extra information on SCS ETR](#)

Title	Global consultant: Evaluator
Purpose	End Term Evaluation of the <i>WE LEAD</i> Programme (2021-2025)
Location	Global and 9 countries in Africa, the Middle East and Central America
Contract duration	January 2025 – November 2025
Application deadline	15 th December 2024
Budget	Euros 200,000

