

# Call for proposals for Mid-term Evaluation of Key Strategies of She Leads Consortium

## **Background**

The She Leads partnership will conduct its mid-term evaluation in the year 2023. The evaluation is divided into 4 main parts. This Terms of Reference focuses on one of those parts: the evaluation of key strategies employed by She Leads. The She Leads partnership seeks an external consultant to carry out this evaluation. The Terms of Reference (TOR) for this evaluation are elaborated on below.

## **About She Leads:**

She Leads is a joint strategic partnership between Plan International Netherlands, Defence for Children – ECPAT Netherlands (DCI-ECPAT), African Women’s Development and Communication Network (FEMNET), and Terre des Hommes Netherlands (TdH-NL). Equal Measures 2030 is a technical partner. She Leads brings together child rights organisations, feminist/women’s rights organisations, and groups led by girls and young women (GYW-led groups) and aims to increase the sustained influence of girls and young women (GYW) on decision-making and the transformation of gender norms in formal and informal institutions. Geographically, She Leads focuses on East Africa (Uganda, Ethiopia, Kenya), the Sahel (Mali), West Africa (Ghana, Sierra Leone, Liberia), and the Middle East (Lebanon, Jordan). In addition to programming in these countries, a considerable part of the programming is done at Middle East and Pan-Africa regional and global level, targeting institutions and stakeholders at these levels.

## **Objectives of the MTR**

The mid-term evaluation of the She Leads consortium is compartmentalized into several components. One component will take place in each (country/regional) network and focuses on the evaluation of basket indicators. This component is supplemented by GYW-led research on She Leads’ relationship with girls and young women and their groups/organisations. The data collection for this component is underway. The second component is an evaluation of several of She Leads’ key strategies and activities that are being implemented under the civil society domain. The strategies and actions pertaining to this domain aim to strengthen the mobilisation and (self-)organisation of girls and young women. Together, these components will make up for the mid-term review (MTR) report at the consortium level. These processes are coordinated

centrally by the She Leads desk based in the Netherlands with support from networks at the local level.

**This Terms of Reference focuses on the second component; the evaluation of key strategies applied by the She Leads consortium.** The objectives are defined after careful consideration by the consortium and its partners. This evaluation will document the lessons learned by She Leads and inform future work. The objectives are to:

- Enable the She Leads consortium to learn about the successes and areas for improvements of each strategy;
- Inform She Leads activities planning for 2024 – 2025;
- Inform strategic decision for prioritization, increased impact and added value in 2024-2025 and beyond.

### **The evaluation of key strategies in She leads**

The idea behind this exercise of evaluating key strategies within She Leads has threefold objective. This will provide insights on

1. The success of She leads strategies
2. What is enabling and what needs to be adapted
3. The sustainability and replicability in other contexts of the interventions and their replicability in other contexts.

This evaluation will primarily focus on following research questions:

1. To what extent have the strategies employed by the She Leads' network actors successful, in terms of supporting the organisation and mobilisation of Girls and Young Women (GYWs)?
  - 1.1 How have She Leads actors engaged with GYW groups? How were they selected, how was the relationship built, how was it managed?
  - 1.2 What kind of strategies (actions) have She Leads actors employed towards GYW-led groups? Among the She Leads' strategies to promote GYW (self-)organisation and mobilisation are: the provision of financial support (resourcing), the provision of capacity support (training, coaching, organisational development support), linking and learning between groups and networking support, or a combination of these.
  - 1.3 What are the results of the different strategies employed by She Leads actors on GYW self-organisation and mobilisation?

- 1.4 What are the enabling and disabling factors in the process of mobilising and organising GYW's?
2. To what extent are the actions taken by the GYW groups successful?
  - 2.1 What kind of actions have been taken by the GYW groups in influencing existing social gender norms through She Leads?
  - 2.2 What kind of actions have been taken by the GYW groups to enhance the space for meaningful participation of GYW in political institutions through She Leads?
  - 2.3 What are the enabling and disabling factors in 2.1 and 2.2?
  - 2.4 How has She Leads' support contributed to these actions?
3. To what extent are the structures and operations of the GYW-led groups supported by She Leads sustainable?
  - 3.1 What are the main challenges faced by GYW-led groups in consolidating their structures and operations?
  - 3.2 What kind of support do the GYW groups still need in order to continue their work? Recommendations for She Leads to effectively work in the short term (until 2025) and the longer term (after 2025).
4. To what extent do we see similarities and differences between networks<sup>1</sup> and their strategies in engagement of and support to GYW's?

## Methodology

- **Data collection methods**

The consultant is expected to co-create and design the methodology for conducting the evaluation. As per the requirements and scope of certain research questions, secondary sources can be used to generate data and information that are relevant to the programme. Where necessary it can be complemented with primary data. A mix of qualitative and quantitative methods, such as online surveys, online in-depth interviews with key informants and observation of the system, will need to be used to collect primary data. These methods must be rigorous yet at all times proportionate and appropriate to the context of the proposed programme intervention. All data collection tools are to be shared with the programme team as part of deliverables.

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<sup>1</sup> Network – A country or a regional programme is referred to as a network. A network consists of consortium partners or their member organization located in the country.

- **Sampling**

The consultant/firm is expected to determine a representative sample for respondents to be involved in the study by different methods, that will ensure proper conclusions and generalisations to be made on the findings. The evaluators should clearly describe how they reached at the sample size and its representativeness thereof.

- **Data analysis**

A clear data management and analysis plan should be developed that will clearly explain how collected data will be handled and analysed to reach conclusions. Appropriate data analysis packages to be used should be explained. Datasets to be produced over the course of this evaluation should be clearly managed and presented as part of deliverables.

### **Deliverables and timeline**

Sr. no.	Deliverable/Activity	Timeline
1	Inception report –  Proposed draft methodology – this will be developed further in consultation with the She Leads desk; A workplan plan with details of evaluation timeframe	15 April 2023
2	Data collection tools and outline of final report	25 April 2023
2	Data collection	May- June 2023
3	Draft report	Early July 2023
5	Validation workshop	Mid July 2023

6	Final consolidated report (English), a (youth friendly in English, French, and Arabic) summary document containing main findings and recommendations	31 August 2023
7	Anonymised primary data sets	31 August 2023

### **Role of She Leads desk and consortium partners**

- Provide guidance and support to consultant about programme locations and contact persons for consortium and network partners;
- Provide relevant programme documents to consultant;
- Assist the consultant with identifying and accessing stakeholders.

### **Ethical and child protection and safeguarding statements**

The She Leads consortium is committed to ensuring that the rights of those involved in data collection or analysis are respected and protected, in accordance with ethical research principles. Those who wish to participate in the programme must include sufficient details in their proposal to clarify how they will guarantee the ethics and protection of children in the data collection process. In particular, the consultants should explain how the adequate, safe and non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultants should also explain how they will ensure the confidentiality and anonymity of the participants.

### **Criteria for selection of consultant**

The consultant should demonstrate clear competencies in one or more professional backgrounds in the area of conducting evaluations. More specifically, the consultant is expected to have:

- Master’s or a doctoral degree in social sciences and advanced skills in quantitative and qualitative research methodologies;
- Proven track record in the evaluation of complex programmes implemented in multiple locations, with specific attention to MIYP, gender justice and values as described in this TOR;
- At least five years of experience of conducting evaluations in the development sector;
- Knowledge of meaningful and inclusive youth participation, civil society strengthening, (flexible) grantmaking, movement building, gender justice, media influencing and lobby and advocacy;

- Proven expertise in qualitative and quantitative data collection and analysis for evaluations, and use of mixed methodologies for research including Outcome Harvesting;
- Experience of research/evaluations in locations of She Leads implementation, contextual knowledge and understanding of environments in the She Leads implementation area;
- Ability to work independently, take initiative and respond appropriately to constructive feedback;
- Experience in sharing and discussing findings with clients, in-country partners and stakeholders within an international research network;
- Full working proficiency in English and full proficiency in French/Arab desired.

### **Proposal criteria**

A proposal detailing the technical and financial aspects for the evaluation (with consultant's understanding of the assignment, a clear outline of the proposed methodology, consultant(s)' up to date CVs, detailed study cost) should be submitted. All proposals must include the following details:

- Proposed methodology and justification;
- How the consultant will ensure quality at all steps of the process;
- A plan for digital data collection and engagement;
- How analysis of each type of data will be completed;
- Implementation plan;
- Specifically, how the consultant and their team understand the specified research questions;
- Demonstration of how the consultant (and their team) meet the qualification and experience required, as detailed above.

The technical proposal will be evaluated based on the Quality Cost-Based Selection (QCBS) criteria:

- The individual general reliability as well as experience and capacity in the carrying out the assignment (30%).
- The approach in responding to the TOR and detailed work plan (45%).
- The qualifications and competencies of the proposed personnel for the assignment (25%).

Proposals obtaining more than 70% of the technical points will be considered technically suitable and qualify for a financial assessment.

## Application process

Evaluators/Consultant(s) who meet the above requirements should submit the following:

- 1) A narrative/technical proposal which should include evaluator(s) very clear understanding and interpretation of the TORs, a thorough methodology and a detailed timeline;  
\*Technical proposal content should not exceed 10 pages (Arial font 11 should be used) and financial proposal should not exceed 2 pages;
- 2) A financial proposal indicating fees for the consultancy to complete the task (Excel format with itemised budget lines)
- 3) Updated CVs/Profiles that clearly show the qualification and experience of the lead evaluator and his/her team;
- 4) Contacts of three organisations recently worked with-clearly similar/related work;
- 5) Annexes and cover pages/information not asked for should not be attached to the proposals;
- 6) Registration and tax clearance certificates (for Consulting firms).

The total budget of this assignment study is **25.000 Euro**, including all taxes and costs.

Interested parties can apply for this consultancy until 31st of March 2023. For further information or to send your application please contact: Zoë Nussy ([zoe.nussy@planinternational.nl](mailto:zoe.nussy@planinternational.nl)) and Himani Pathak ([himani.pathak@planinternational.nl](mailto:himani.pathak@planinternational.nl)).

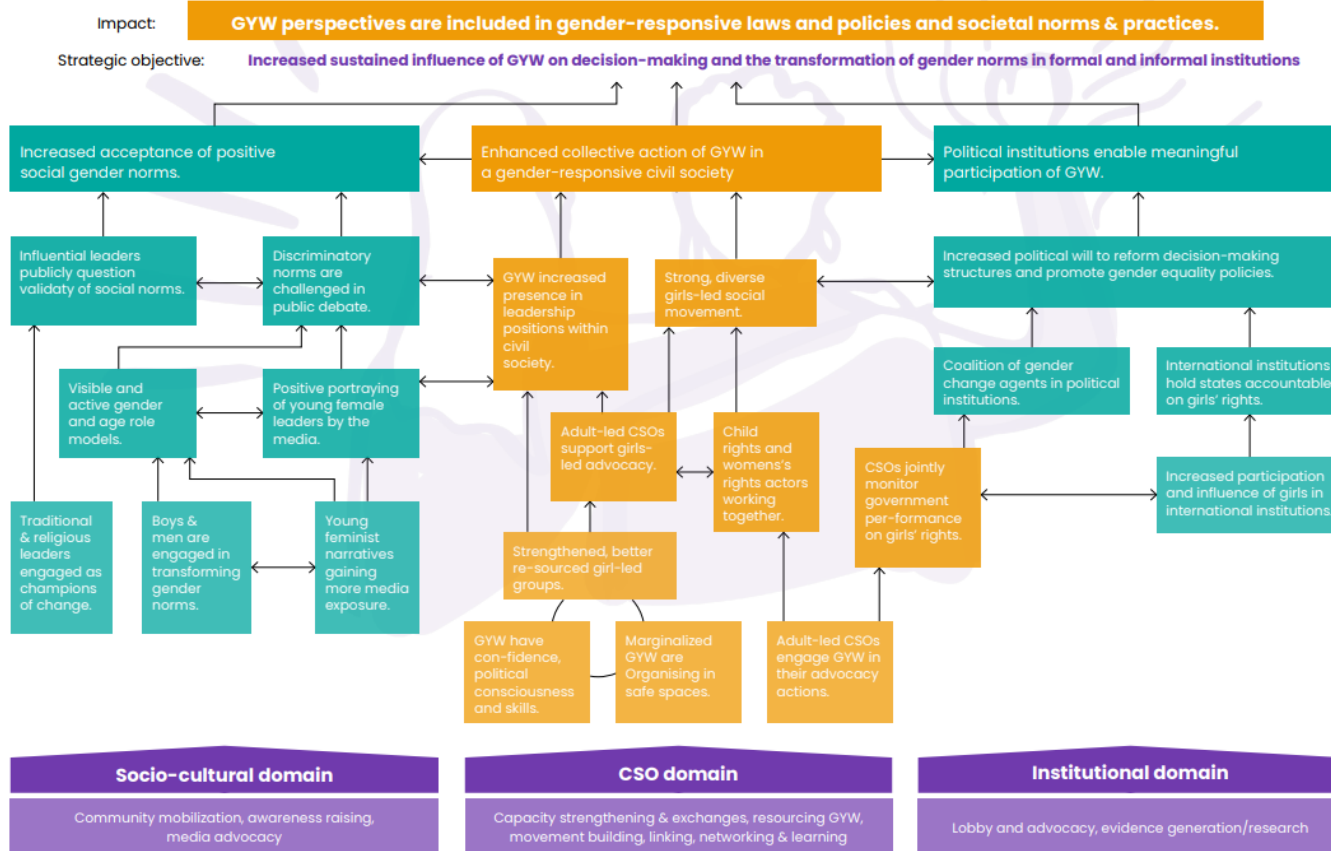
### Annexes

1. She Leads ToC
2. She Leads programme summary – 2 pager

# Annex 1: Programme Theory of change



## Theory of Change





## Annex 2: **Brief introduction to the She Leads programme**

### **She Leads**

#### **Girls and young women taking the lead**

She Leads is an initiative for and by girls and young women: because they have the right to speak and decide for themselves. It runs for five years, from January 2021 to December 2025. She Leads is a collaboration between Plan International in the Netherlands, Defence for Children – ECPAT The Netherlands, the African Women’s Development and Communication Network (FEMNET) and Terre des Hommes Netherlands, in strategic partnership with the Dutch Ministry of Foreign Affairs. By deploying a large network, spread across nine countries in Africa and the Middle-East, we fight for the rights, leadership and agency of girls and young women.

#### **Our challenge**

Worldwide we are witnessing a rise in activism led by girls and young women (GYW) that challenges gender inequality, exclusion, and injustice. Every day, courageous girls and young women are on the frontlines, demanding change and their right to be included. The increase of their involvement in social activism accounts for many breakthroughs across the globe.

Yet activism of GYW remains under-resourced. Discriminatory gender and age related social norms restrict civic space or even deny girls and young women access. This limits their right to organise freely, voice their opinions, and participate meaningfully in social and political life, both online and offline.

She Leads is aimed at increasing the influence of girls and young women in decision-making and the transformation of gender norms in formal and informal institutions. This includes the participation and leadership of GYW in local and national political institutions, in regional and international institutions such as the United Nations Human Rights Council or the African Union, and also in civil society networks and organizations.

#### **Who we are**

She Leads is an initiative of Plan International in the Netherlands, Defence for Children – ECPAT The Netherlands, the African Women’s Development and Communication Network (FEMNET) and Terre des Hommes Netherlands. It is situated at the intersection of child rights, gender equality, feminist leadership and civic space. Our consortium unites child rights organisations, feminist/women’s rights organisations and groups led by GYW. The consortium works together with local partners in Lebanon, Jordan, Mali, Sierra Leone, Liberia, Ghana, Ethiopia, Uganda, Kenya and on regional and global level.

Each partner adds value to the cooperation, regardless of the country and the size of the organisation. At the heart of our partnership is the shared belief that girls and young women should make their own decisions on matters that affect their lives now and in the future.

#### **What we do**

The programme leads by example: the focus and lobbying objectives are determined by girls and young women themselves. Moreover, in each programme country a young woman is at the helm as network coordinator.

The organisations behind She Leads deploy knowledge, networks, and financial capacity so that the other partners and organisations involved can make use of them. Our programme approach consists of six components:

- We resource and fund organisations led by GYW;
- We strengthen civil society organisations to work with and advocate for GYW's rights;
- We support the growth of a social movement for and by GYW,
- We advocate through and to the media, and campaign for the transformation of social norms and practices;
- We collect, analyze and share data on progress towards gender equality and highlight data on GYW leadership and participation;
- We leverage access for GYW to meaningfully participate in regional and global influencing spaces via human rights accountability mechanisms and the sustainable development framework of the United Nations.

### **Expected Outcomes**

She Leads country programmes, as well as its regional and international programmes, strive towards change in these three domains:

- the social-cultural domain
- the civil society domain
- the institutional domain

Increased acceptance of positive socio-cultural norms at community level, combined with increased mobilisation of GYW-led groups in the civil society domain, are expected to generate the necessary political will to adopt reforms that enable GYW participation in policy and decision-making processes. This three-pronged approach leads to GYW perspectives being included in gender-responsive laws & policies, and contributes to shifting societal norms & practices.

### **Working towards sustainable change**

She Leads is aimed at generating a lasting transformative effect on the engagement of girls and young women in civic space. By combining the forces of various international non-profit organisations, children's rights organisations, feminist women's rights organisations, and autonomous youth organisations we can create a large, sustainable network spread out over the nine countries and beyond. This bundling of power and resources builds an internationally strengthened movement for the rights of GYW that can outlast the She Leads initiative.

She Leads invests in the growth of knowledge and understanding of how to tackle discriminatory gender and social norms in boys and men, parents, and traditional and religious leaders. We also invest in fostering Agents of Change networks at the local, national, and regional level. Engaging these groups proactively as change agents enables durable change in the social norms and practices of communities.

