Initiative Africa

Terms of Reference

**Mid-term Review for
'Making Change Happen' Project**

December, 2019

Initiative Africa

Terms of Reference to Conduct a Mid-term Review for 'Making Change Happen' Project

1. Introduction

In Ethiopia gender inequalities have a large and wide-ranging impact on society. For example, they can contribute to gender inequities in health and access to health care, opportunities for employment and promotion, levels of income, political participation and representation and education. Often inequalities in gender increase the risk of acts of violence by men against women.

Regarding gender discrimination, women still remain severely under-represented in key, growth-enhancing fields of education such as science, technology, engineering and mathematics (Capital – Ethiopia Apr 24 2017). The labor markets exhibit many "gender gaps" particularly beyond the lowest level of hierarchy. Women are less likely to work for pay, exercise less power, more likely to have lower earnings, and do more unpaid housework than men.

To address such gaps and issues, Initiative Africa has designed the "**Gender Equality: Making Change Happen**" project that focuses on gender empowerment programs which address social norms and behaviors change, seek out and build partnerships among organizations that work on gender issues, and develop programs that involve men and boys in the promotion of gender equality.

The "Making Change Happen" project is implemented by Initiative Africa with financial support from Embassy of Sweden/ Sida. This three year project (August 2018 – July 2021) targets six regional states of Ethiopia (Addis Ababa, Amhara, Dire Dawa, Oromia, SNNPR and Tigray). It is focused on addressing gender issues in the: (a) the workplace, (b) schools and communities, and (c) the media.

More specifically, the "Making Change Happen" project aims to:
1. Propel women in the decision making structure of the private sector and non-governmental organizations;
2. Improve sexual and reproductive health of adolescents aged 14-20 in 20 schools through health/sport clubs, training materials, equipment's, information/education/communication materials, workshop training;
3. Assist secondary school girls in 92 schools gain confidence and capacity they need to get rid of gender based violence in schools and their community by using School Violence Index and making their voice heard and taken into account.

4. Support work places achieve gender equality by building capacity of media that support gender equality objectives.

As the project has now reached the half-way point through its implementation period, a mid-term evaluation is being commissioned to assess the project progress toward achieving its objectives. The study will identify lessons learnt and provide concrete recommendations for the refinement of the project approach, if necessary, and to inform subsequent implementation phases of the project. Hence, this TOR is prepared to help the project management facilitate the evaluation process and move forward.

2.   Setting of the Mid-term Review

As this is the project mid-term review of the consolidation project phase, effectiveness, relevance (progress according to planned goals) shall be reviewed to the extent whether the goal and objectives will be achieved as planned for the project phase within the remaining year. Based on the project implementation, the efficiency of the project shall be reviewed looking at the set objectives and quality of planning, the procedures in the implementation (internal communication etc.), the performance (reliability of services, cost effectiveness, documentation etc). Based on this evaluation result and learning, the perspectives of the remaining period of the project phase shall be revised so as to bring sustainable and practical impacts.

3.   Objectives of the Review

The main objectives of the evaluation mission are to:
- **Review the planning:** objectives, organisational set-up of the project, i.e. personnel, information, planning, monitoring, evaluation and reporting
- **Review the performance:** implementation methods, actual progresses, effectiveness and efficiency of the project, significance and prospects for sustainability, involvement of various stakeholders, involvement of parents, teachers and concerned government
- **Review the procedures:** Review its financial management system including the monitoring, control systems, presentation of accounts, project management systems, backstopping and monitoring by the head office.
- **Review the perspectives:** Assess the inherent strengths and possible limitations of the project. Make recommendations for possible improvement in the remaining project period plans and activities for its sustainability, taking into account of human, financial, economic, political and environmental contexts in the operating area. Review the phases of the intervention, period of project implementation.
- **Review the Processes:** Stakeholders' participation, management decision making processes, M&E system and process.

4. Scope of the Review

The review shall comprise but not necessarily limited to the following:

- **Broadcast media houses:** Gender audit reports, recommendations and their action plans
- **Students, Teachers and School Leaders:** Selection criteria, group composition according to project definition of focus groups, participation, and benefit they got and change in their life.
- **Stakeholders:** Involvement and cooperation of stakeholders in the planning, implementation and monitoring process.
- **System of Violence Prevention:** service delivery, cooperation with schools, local and national authorities' potential for influence, its contribution for the quality of education.
- **Awareness creation:** Mode of awareness raising method, publications, etc. for reducing violence and addressing the sexual reproductive health needs of students.
- **Debate Culture:** Benefits of the programs for the universities participating in discussion forums.

4.1. Operational/Project

- Assess if project management and implementation followed a right based approach
- Assess and verify the content and scope of the services the project is currently rendering in terms of relevance and check whether or not they are based on the needs, priorities and capacities of the project focus groups.
- Verify the extent to which the intended project results were attained or not
- Examine the cost-effectiveness and financial soundness of the project.
- Assess the effectiveness of the project in relation to the resources expended (cost-benefit) according to the objectives of the project.
- Assess the intervention strategy employing by the project and verify its soundness in terms of effectiveness, equity as well as replication in other areas in the vicinity.
- Assess the progress of the project in relation to the achievement of objectives and indicators: Have the project inputs contributed to the expected outcomes? What factors can be identified as influential for the success or failure, both on the implementation and context level?
- Assess the effectiveness of the project in terms of its immediate social, economic and cultural, environmental effects on livelihood of the project beneficiaries and determine its value addition
- Review the roles and contributions of the various actors of the project and the effects of these roles and contributions on the attainment of the project objectives and in terms of tackling similar problems in the future.
- On the basis of the findings,

- o Conduct a synthesis of the lessons to be drawn and make recommendations as to how the remaining period could be improved,
- o Outline ideas how better it could be done providing a means to address target groups and value addition in the remaining period of the phase.
- Assess the appropriateness of the project concept, strategy and activities in addressing the needs and problems of children and their community.
- Are the planned activities being implemented adequately with regard to quantity and quality? What are the reasons for deviations?
- Adjustments to the project concept and activities made during implementation
- Is the selection of the target groups in line with the project document?
- Assess the project impact also beyond the targeted groups: What is its contribution to solve development problems or to change situations? What side effects can be observed?

4.2. Organization and Management

- Assess the leadership and decision making process; professionalism in working relationships; clarity of roles, communication and information flow
- Assess organizational planning, monitoring and documentation of the project
- Assess the quality and accountability through the reporting system, maintenance of records, use of organizational assets;
- Assess personnel resources of the project, recruitment, qualifications, experience, training, duration of their presence, initiatives and achievements, staff turnover and reasons
- Assess the methods of staff performance assessment, capacity building, remunerations and management including salary structure,
- Assess the input of backstopping and monitoring by the project team,
- Assess the frequency of staff meetings with management committee,
- Major problems related to management issues.

4.3. Financial procedures
Review the budgeting, accounting, monitoring and controlling procedures of the project finance.

5. Methods of Review

The approach will be mixed, including the consultant's personal experience, review of similar tools and frameworks, interaction and interviews with IA's project staff, service providers and other stakeholders**.** To get the required information for the **'Making Change Happen'** project using primary and secondary data sources the consultant will draft sounding brief working

survey methodology-qualitative data according to the inputs from the IA's PMT; this also includes review of project documents to determine the sampling and coverage of the survey.

- Data collection methods shall be participatory, process and result oriented and shall be from various resources to ensure validity of results. Selected sample sizes should be representative and shall ensure valid conclusions
- Data analysis tools and presentations shall be simple, appropriate and use appropriate statistical methods.
- Data collection methods should help the main actors to reflect on their experiences, recognize their limits and appreciate their strong points so that they would be helped to make their own conclusions about the future course of the project and their respective roles thereon.
- It should use a variety of methods like review of documents, interviews (unstructured or semi structured), village meetings, community and multi-stakeholder workshops in order to collect, analyze and draw conclusions and recommendations.

6. Review Team

The consulting firm is expected to form up a Review Team of at least two local consultants. These consultants shall have similar experiences in the past in providing such project evaluation services to various agencies/ organizations. The team shall be composed of professionals in the field of gender, media, education, psychology, environment, sociology, development studies and other related fields. The team also comprises a representative of the partner and IA. Experiences of similar project evaluation are mandatory.

7. Inputs and Milestones

7.1 Project Documents Available for Review

- Cooperation agreements
- Memorandum of understanding between IA and service providers regarding the cooperation with implementation of this project
- Project master document with annexes (Log-frame, action plans, budget)
- Agreements with Government offices and reports submitted to them
- Monitoring reports of IA, training reports and project related correspondences with Embassy of Sweden/Sida and/or government offices
- Training manuals, guides and work plans
- Media products
- Quarterly progress reports

7.2 Procedures of the Review

After the selection of the competent candidate (s), there will be:

- Group and/or individual meetings with the members of the board and project staff like:
    - Executive Director
    - Finance coordinator
    - Project Manager

- Collection and revision of secondary sources of information
- Preparation of field data collection program and sending of the same for the project for arrangement and confirmation of conveniences
- Field data collection from relevant sources such as

    - Broadcast & print media houses
    - Journalists, reporters of broadcast and print media
    - Teachers, students and school principals
    - Gender offices of higher learning institutions
    - Government bodies at regional, zone/sub-city, woreda level
    - Service providers/partners at target areas
    - Ethiopian Gender Network members
    - Funding organization

- Compiling the report and submitting to IA with hard and electronics copies
- Collecting feedbacks and finalize the evaluation report and submit copies of the evaluation report (both electronics and paper copies)

7.3 Coordination and Reporting

- The lead evaluator shall submit a signed report in English (A4 size), of not more than 20 pages.
- The report shall contain an analysis of the problems, conclusions and recommendations. The report will also contain a description of the methods of evaluation adopted.
- The report shall base itself on verifiable and empirical evidences from the primary and secondary sources of data. Findings, comments, conclusions and recommendations may be clearly distinguishable and follow the terms of reference.
- The evaluation team is fully responsible for its independent report which may not necessarily reflect the views of IA or the donor agency.
- The preliminary findings and recommendations will be fully discussed with all concerned parties.
- Three signed copies of the final version of the report along with a digital version will be submitted as a final evaluation report within the time frame specified.

- Important results and recommendations are to be shared at project level.
- The final version along with IA's position on the report shall be submitted to donor agency and where the final review report will reflect/incorporate inputs from the donor agency.

8. Duration

It is anticipated that this assignment will begin on 12th February 2020 and ends on 3rd March 2020.

9. Deliverables
- Electronic copies of Final survey methodology,
- Electronic copies of Final survey protocol documents,
- Cleaned electronic data in SPSS/STATA formats, and
- Draft and Final survey report with closing report.