

FORUM OF FEDERATIONS

“EMPOWERING WOMEN FOR LEADERSHIP ROLES IN THE MIDDLE
EAST AND NORTH AFRICA REGION: JORDAN, MOROCCO AND
TUNISIA”

FORMATIVE EVALUATION

CALL FOR PROPOSALS FOR LEAD CONSULTANT

An independent formative (mid-term) evaluation of the “Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia” project is being commissioned to assess progress and verify if the project is on track and is being implemented in a way that will lead to the achievement of intended results. **The Forum is seeking to hire a lead consultant to conduct this evaluation.**

October 2021

A. THE EVALUATION ASSIGNMENT

The Forum of Federations (www.forumfed.org) is implementing a women's leadership program in the MENA region, specifically in Jordan, Morocco and Tunisia. The seven-year three-country program runs from September 2016 to August 2023 and is funded by Global Affairs Canada (GAC).

1. Rationale and Purpose of the Evaluation

The formative evaluation is being undertaken to assess the results achieved up to March 2021 by the Empowering Women for Leadership Roles project to inform decisions regarding implementation.

The specific objectives of the evaluation are the following:

- assess the effectiveness, relevance and sustainability of results;
- assess the efficiency of the development intervention;
- provide findings, conclusions, recommendations and lessons to inform implementation and future design.

The evaluation will draw elements of analysis of feminist evaluation theory such as:

- Analyzing women's participation levels in decision-making roles and leadership (results mapping)
- Analyzing the extent of the empowerment process in the cultural context
- Analyzing empowerment processes through the questioning of gender and power issues and examining the promotion of social and political change for women.
- Valuing women's stories and experiences in the evaluation and not treating women as a homogeneous group.
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2. Background information

Development Context: The political and cultural climates of countries in the MENA region have contributed to the marginalization and underrepresentation of women within political, civil, and academic spheres. As a result, countries in the region experience various social, economic, and political impairments since women empowerment is a crucial vector for advancement. Furthermore, a lack of female participation in influential roles impedes the development of democratic systems which are essential to fostering sustainable development.

Women have played pivotal roles in the political history and progress of Jordan, Morocco, and Tunisia;. However, their substantial influence in these movements has not led to a commensurate increase in the number of women in political and decision-making positions.

Although there have been challenges in achieving gender equality, numerous strides have been made over the years. Despite this progress, it is crucial to maintain an upward trajectory and contribute to eradicate social and cultural barriers that aim to decrease or sustain the present number of women representatives and women who are politically active, empowered, and equipped to take up leadership roles. In more recent times, the COVID-19 pandemic has accentuated, and reinforced challenges faced by women in the three countries. This includes a strengthening of the economic

crisis, the weakening of vulnerable groups in society, and the decline in the economic inclusion of women combined with the increase in violence against them.

In its mandate to advance gender equality and inclusive governance, the Forum of Federation aims to help achieve these goals, hence the **Empowering Women for Leadership Roles in the Middle East and North Africa Region (Jordan, Morocco, and Tunisia)** project.

The project was approved in September 2016 and is funded by Global Affairs Canada for a seven-year three-country program. It is designed to advance inclusiveness, aims to increase the capacity of women to engage in leadership roles and governance processes, and enhance the ability of women and men to influence policies pertaining to inclusiveness in the MENA region, specifically in Jordan, Morocco, and Tunisia. Concrete program implementation began in 2018 after the elaboration and approval of the Project Implementation Plan (including approval of the Logic model, indicators and theory of change), the completion of the baseline assessment and the registration and administrative requirements for set-up for each country.

Description of the Development Intervention: The “Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia” is a project aiming at increasing the capacity of women to engage in leadership roles and governance processes; enhance the ability of women and men to influence policies on gender equality; and overall, advance inclusiveness in governance.

The program adopts a strategic approach based on four underlying principles:

- Provision of leadership skills training to enhance the leadership capacities of women (established and youth).
- Facilitation of networking between the targeted female stakeholders and established women leaders to enable leadership knowledge transfer and sharing of experience.
- Development and dissemination of materials to foster increased awareness on women's leadership and empowerment amongst women and men.
- Enhancing of the capacity of local organizations and actors to train and impart knowledge in women's leadership and empowerment to fellow citizens.

The project's numerous activities are implemented in collaboration with varying local partners: institutions, non-governmental organizations and government ministries.

Stakeholders: The project's stakeholders are to be consulted throughout the evaluation process. Note: the Consultant will NOT share draft deliverables with stakeholders without Forum's approval. This is required to ensure a robust quality assurance throughout the evaluation process. The stakeholders include government coordinating partners, Global Affairs Canada, implementing partners, and direct beneficiaries¹

The project activities target four primary groups of stakeholders:

- Future leaders – women in middle level administrative positions with capacity to assume higher leadership roles, trade union members, youth (university and high school leaders) and potential women candidates for political parties.
- Established leaders including legislators, political and administrative leaders.

¹ Primary stakeholders must be disaggregated by sex whenever possible and appropriate.

- The public – women and men
- CSOs and institutions (governmental and non-governmental).

Project Management: The project is directed by a Senior Director based in Ottawa who is supported by three project officers in Ottawa and a Regional Director based in Tunisia who is also the Tunisia Country Director. It is implemented on the ground by three country teams each lead by a country director with two or three support officers. The working languages of the project are Arabic, English and French.

The project is implemented under one logic model, one theory of change and the same set of indicators.

B. IMPLEMENTATION OF THE EVALUATION ASSIGNMENT

Given the dispersed geographic nature of this project, the complexity of coordinating the evaluation and the limitations posed by COVID-19, the evaluation will be carried out by a four-consultant team comprised of one lead consultant and three country consultants – one for each country. The Forum will hire all the consultants directly. The consultants must not have been directly involved in program implementation.

The lead consultant will coordinate and supervise the overall exercise, consolidate the evaluation report and design the methodology in consultation with the three country consultants.

The country consultants will, under the coordination of the lead consultant participate in the elaboration of the methodology, carry out the evaluation in country, contribute to the analysis of information collected and prepare the national input for the overall report.

All members of the evaluation team must possess a mix of evaluative experience, skills and thematic knowledge. In particular the team must have the capacity to ensure that gender equality is taken into account in all aspects of the evaluation (i.e. design, data collection, analysis and reporting).

1. Evaluation deliverables & schedule:

The evaluation will require the following deliverables.

- **Draft Work Plan:** In consultation with the country consultants, the lead consultant will develop and submit a draft work plan (including the methodology) to the Forum within three weeks of the signing of the contract.
- **Final Work Plan:** Within one week of receiving comments, the lead consultant will submit a final work plan to be approved by the Forum.
- **Debriefing/Validation Sessions:** Conduct a post-mission debriefing session for the Forum.
- **Draft Evaluation Report:** The lead consultant will submit a draft evaluation report to the Forum for review no later than **30th January 2022**. This is the consolidated report of the country report drafts validated by each Country Director. This report must conform to the *OECD/DAC (2010) Quality Standards for Development Evaluation and Global Affairs Canada project evaluation guidelines and procedures, Government of Canada's Gender Results Framework and Canada's Feminist International Assistance Policy (FIAP)*.

- **Final Evaluation Report:** The lead Consultant will submit a final evaluation report to the Forum and no later than **15th March 2022**.
- **Presentation of the Final Report:** In collaboration with the country consultants, prepare and conduct a workshop to present the findings, conclusions, recommendations and lessons of the evaluation. Timing to be decided by the Forum (before 25th -March 2022).

All deliverables will be in English.

Schedule: The entire evaluation exercise (for the three countries and consolidation) must be completed by 31st March 2022. The evaluation work, including all field missions (as feasible in COVID context), will be carried out between November 2021 – February 2022. The final evaluation report must be submitted to the Forum no later than **15th March 2022**.

2. Roles and responsibilities of the lead consultant

Responsibility: The lead consultant will have the overall responsibility for:

- Ensuring that all products and tools adhere to the *OECD/DAC (2010) Quality Standards for Development Evaluation and Global Affairs Canada project evaluation guidelines and procedures*;
- Managing the evaluation following the work plan approved by the Forum;
- In consultation with the country consultants, developing the evaluation methodology.
- Developing a coordination process to ensure that the country consultants can work effectively to deliver country input for the consolidated project evaluation report.
- Preparing and submitting all deliverables for revision and approval by the Forum;
- The Lead Consultant must ensure that stakeholders are consulted throughout the evaluation process
- Coordinating and supervising the work of the three country project evaluation consultants. The Consultant is responsible for the quality of deliverables
- Reporting regularly on progress to the Forum. The frequency must be stated and agreed in the workplan and methodology to be elaborated

Profile: The Evaluation team leader should have the following experience/knowledge/expertise:

- At least Master's Degree in social or related sciences or related;
- At least 5 years' experience in evaluation mandates that are similar to the one for this evaluation; Certification in monitoring and evaluation processes an asset
- Strong background in results-based management (RBM), strategic planning and M&E especially for governance and development projects. Excellent and comprehensive knowledge, in theory and practice, of monitoring and evaluation options.
- Specialist-level knowledge of gender equality, women's leadership and inclusive governance.
- Strong knowledge of the Government of Canada's Gender Results Framework and Canada's Feminist International Assistance Policy (FIAP)
- Knowledge of the OECD/DAC (2010) Quality Standards for Development Evaluation.
- Familiarity with Global Affairs Canada's working processes and procedures
- Very well organized and able to lead a collaboration process with other evaluation experts in a multi-location team.
- Recent experience working in the MENA region is an asset;
- Language: English and French (Arabic an asset); all deliverables must be in English.

C. THE PROPOSAL

Interested candidates are invited to submit a proposal not exceeding 10 pages including annexes, detailing their work approach taking into account the tasks presented in this Call for Proposals and including:

- **An explanation of the methodology proposed for the evaluation** The methodology section is the most important section of the work plan. The Consultant must explain and justify the selection of the proposed evaluation approach and must also specify and justify the overall evaluation design. Thus, to describe and explain the evaluation methodology and its application the Consultant shall, detail the proposed techniques for both data collection and data analysis (note: specific details on techniques for analysis of change and of gender-sensitive data must be provided). The rationale for choosing those techniques must be provided and potential limitations and shortcomings explained.
- **A proposal for a work plan:** The potential Consultant will propose a work plan that will operationalize and direct the evaluation. The proposal must indicate the start and end date of each activity. The work plan will be elaborated based on the information presented in this Call for Proposal to bring greater precision to the planning and design of the evaluation.
- **The proposed budget cost (in CAD) and level of effort expressed in days (7.5 hours per day)**
- **A Curriculum Vitae** indicating relevant experience, technical qualifications and language proficiency
- **References of similar work carried out previously**

PROPOSAL SUBMISSION

The proposal must be prepared in English.

Applicants should contact the results-based management officer: Olakunle Adeniran at the following address: adeniran@forumfed.org to obtain the project's logical framework, theory of change and indicators.

Proposals must be submitted by 22nd of October, before midnight.

Please send your proposals by email to the following addresses: embounou@forumfed.org with copies to haouaoui@forumfed.org and adeniran@forumfed.org.

Following a review of the proposals, the Forum will contact only shortlisted candidates.