

Call for Proposals

Terms of Reference

Final Evaluation

Project: Empowerment of Vulnerable Women in Sri Lanka

Deadline for submission of Proposal Applications: 18th September 2015

I. Introduction

'Empowerment of Vulnerable Women in Sri Lanka' is a three (03) year project funded by the European Commission. The project is being implemented by Save the Children International (SCI) Sri Lanka in partnership with local NGO organizations namely, Young Men's Christian Association (YMCA) in Batticaloa and Institution for Development of Community Strengths (INDECOS) in Matara district. The overall objective of the project is to contribute to gender equality and the economic empowerment of vulnerable women in Sri Lanka. The project seeks to achieve women's economic empowerment through increased women's participation in decision-making, mobility and access to and control over resources at the household, community and private sector levels.

The direct targeted groups for the action are adolescent girls and poor women in Batticaloa and Matara districts. The targeted groups consist of:

- **600** adolescent girls who lack marketable skills, pathways into jobs, knowledge of available and relevant courses and are unable to access them due to the cost.
- **5,500** poor female entrepreneurs who lack skills to improve production methods, market information and enterprise management compared to the general population. They face multiple challenges to increasing their income including 'lack of access to market for the purchase of inputs and the sale of goods.
- **2,000** women from the poorest households, who have very limited opportunity to earn their own income, have less access to viable informal self-employment and marketable skills.

The expected results of the project are as follows:

ER 1: Increased access to economic development opportunities for 8,100 poor and vulnerable adolescent girls and women in Southern and Eastern provinces of Sri Lanka

- 600 adolescent girls not previously engaged in vocational and technical training opportunities have access to such services

- 5,500 micro and small entrepreneurs with access to market information and service providers to improve their businesses
- 2,000 poor women have opportunity to increase incomes from new or existing initiatives

ER 2: Women have improved leadership and negotiation skills and their priorities are reflected in community bodies, business organizations and at local government level

- Improved leadership and negotiation skills of women in 50 villages
- Increased capacity of Women Rural Development Societies (WRDS) and other women's groups, local government bodies and business organizations to ensure that women's interest are considered in their activities
- 40 women leaders with improved willingness and ability to represent women's needs and priorities
- Mechanisms in place at the local government/Chambers of Commerce/Technical and Vocational Training Institutes to take women's priorities into account

ER 3: Positive change in attitudes towards women, where women have increased access to and control over resources and decision-making at household and community level

- Women in 50 villages have improved understanding of their rights
- Men, women, boys and girls in 50 villages have increased knowledge of gender issues
- Changes in perceptions of gender roles by men, women, children and community leaders in 50 villages

2. Purpose of the Evaluation

The major purpose of the evaluation is to assess the relevance, performance, management arrangements and success of the project over its 36 month implementation period. It will look at signs of potential impact of project activities and sustainability of results, including the contribution to capacity development. The evaluation will also identify/document lessons learned and make recommendations which Save the Children and its project partners might use to improve the design and implementation of other similar projects and programmes in the future.

Overall Objective

To assess the impact of the project and identify key achievements, good practices and lessons learned of the "Empowerment of Vulnerable Women in Sri Lanka" project.

Specific Objectives

1. Assess the project design in terms of its relevance to targeted groups/beneficiaries
2. Assess efficiency of the project in terms of input delivery, cost efficiency, contract and partner management, and activity management
3. Determine effectiveness of the project in terms of the delivery of its strategy and outputs which meet the needs of beneficiaries and stakeholders, and strengthens gender equality and women's empowerment



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Save the Children

4. To assess impact of the project intervention on the targeted groups as per the project logical framework indicators and gather key achievements, good practices and lessons learnt
5. To assess the level of sustainability, particularly in terms of ownership by both government (administration officials and vocational training institute authorities) and non-government (community-based organisations, WW&I groups, civil society organisations, and the private sector etc.) stakeholders

Target audience of the evaluation

- **SCI:** Senior Management Team, Senior Programme Managers, Project Managers, Monitoring and Evaluation Staff and Programme support staff
- **Implementing Partners and Stakeholders:** Heads of Organizations, Project Team leaders, Project Officers, and other field level staff, and representatives of government, non-government, private sector, CSOs (INGOs, NGOs other associations, Technical and Vocational Training Institutes) and community-based stakeholder organisations
- **Donors:** The EC Programme Manager and relevant representatives of European Delegation, other donors and donor funded Gender Equality and Women Empowerment interventions.

3. Scope of Work

The final evaluation will assess all three years of implementation. The proposed evaluation should cover both districts of Matara and Batticaloa. The evaluation should review all the activities that have been implemented throughout the three year period by SCI staff directly as well as those implemented by the local project partners.

4. Evaluation Criteria and Tentative Evaluation Questions

Relevance

1. To what extent were the Overall Objective, Specific Objective and the Expected Results relevant to the needs of the beneficiary communities in the target areas?
2. To what extent does the project match SCI's thematic focus for Sri Lanka?
3. How relevant and realistic were the project strategies and activities to achieve project objectives and results?
4. Were the targeted groups appropriately selected? (e.g. were they the appropriate groups? Did we select appropriate numbers? Did we appropriate include diverse and vulnerable groups?)

Effectiveness

1. What is the final progress towards achieving desired outputs and outcomes (with reference to the indicators in the project logical framework)? Were the activities sufficiently well-planned sufficient (in quantity and quality) to achieve the specific results?
2. What was the interaction between staff and stakeholders (partners, target groups, beneficiaries)? What was the level of participation of stakeholders in project design, implementation and monitoring?



3. How effective were the approaches adopted to achieve the expected results of the project?
4. Are the cross-cutting themes (human rights, gender equality, democracy, good governance, children's rights and indigenous peoples, environmental sustainability) appropriately accommodated in the strategy for the project and implementing partners' ways of working?
5. What are the hindering/contributing factors for effectiveness? What are the implications/lessons learned for SCI's future work (Ways of working, partnerships, contract management, added-value, innovation etc.)?

Efficiency

1. Were the project inputs delivered in an appropriate timeframe at sufficient scale and quality?
2. Were the funds utilised compared to initial expectations? Where can efficiencies be realized?
3. How efficient was the coordination between SCI, partners, stakeholders, and donors? (Planning, management, monitoring, and reporting)
4. What are the project's strengths and weakness? What kind of implementation problems emerged and how were they addressed?
5. How has external environment affected internal operations of the project? Are the originally identified assumptions still valid? Did the project include strategies to reduce the impact of identified risks?
6. Were there any unexpected outcomes which arose during the implementation? Did any new ideas emerge which could be tried out and tested?

Impact

1. Is the overall objective going to be achieved?
2. Is there any influence of important assumptions on attainment of the overall goal?
3. Is there any unexpected positive or negative influence including ripple effects?
4. Is there any specific impact observed, either positive or negative, due to the differences of gender, race and social class?
5. What are the hindering and contributing factors for impact?

Sustainability

1. Are the expected effects described in both the project purpose and the overall goal going to be sustained after the termination of the assistance?
2. What are the factors that inhibit or contribute to the appearance of those sustainable effects?
3. Is the community/local ownership assured?

5. Methodology

An appropriate evaluation design needs to be proposed by the consultant. The development evaluation criteria from the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) should be used as the basis of assessment. The impact measurements should be in accordance with the project logical framework analysis (LFA).

A combination of primary data collection and secondary data review is expected during the evaluation. The consultant is expected to conduct a desk study prior to the field data collection. Primary data collection should include variety of methods consists of both quantitative and qualitative techniques and tools. This may include key informant interviews with project stakeholders, focus group discussions and beneficiary household survey with particular emphasis on gender analysis tools. A statistically significant sample should be drawn for all primary data collections. Participatory approaches with the involvement of project stakeholders are preferred. The evaluation design, methodology and tools need to be finalized in consultation with SCI and should be approved by Monitoring Evaluation Accountability and Learning (MEAL) unit prior to field administration.

6. Evaluation Outputs and Timeframe

Outputs

1. Final Proposal
2. Inception Report (after the desk research and before the field data collection)
3. Preliminary Status Report
4. Draft Final Report and Annexes
5. PowerPoint Presentation (to SCI, partners and other stakeholders)
6. Final Report with Annexures
7. Brief Summary of report findings and recommendations
8. Raw Data

All outputs as applicable must be submitted to SCI in both hard and soft copies.

The evaluation is expected to be carried out and completed during the months November to December 2015.

Required competencies of Evaluation Team/Evaluator

The evaluator(s) will need excellent knowledge of monitoring and evaluation in theory and practice, thematic expertise on gender equality and livelihoods and also a good understanding of the Sri Lankan socio-economic context. The consultants should have the following skills and competencies:

- Experience in managing and/or evaluating multi sector livelihood-focused programmes
- Demonstrable experience of producing high-quality, credible evaluations (examples required)
- Familiarity with different evaluation designs and methodologies
- Demonstrable experience of working with/evaluating development work
- Experience of working in, or assessing GEWE interventions, preferably women's economic empowerment initiatives
- Ability to write concise, readable and analytical reports
- Excellent writing and verbal communication skills in English and local languages, Tamil and/or Sinhala (for local consultants)
- Relevant skills and knowledge on project thematic areas

Team Profile

- Gender Expert (Gender Equality and Women Empowerment), Women's rights, Women's economic leadership and Women's economic participation, Gender based violence)
- Livelihood Expert (Livelihood development, Vocational and technical trainings, women's business development, market linkages, private sector engagements)

How to Apply

SCI invites application from organizations or individuals with the experience and skills described above. Application should include;

- A cover letter introducing the individual/organization and how the skills and competencies described above are met.
- A proposed assessment process (please see below proposal outlining)
- Curriculum Vitae of the applicant/team members supported by copies of highest academic transcripts and relevant experience letters

Proposal Outline

- I. Evaluation design, proposed methodology and data collection and analysis tools *
- II. Activity Schedule (Gantt chart)
- III. Management/Logistic arrangement
- IV. A budget** covering all expenses

Note:

* Interested applicants are requested to send an email to slhr@savethechildren.org to obtain soft copies of project documents – Logical Framework Analysis, Project Proposal etc.

**Budget should include breakdowns for consultancy fee, per diem, materials (stationary), transport, findings sharing workshop, communication costs and visa and international travel etc. and should be presented with unit description, number of units, unit rate and total cost (not as lump sum amounts). The total budget should not exceed 30,000 Euros.

Please send the proposal applications by email to slhr@savethechildren.org by **COB 18th September 2015**.

7. General

- The copyright of all collected information and evaluation report remain with SCI
- The consultant and other personnel involved in the evaluation must abide by Child safeguarding policy and Save the Children International's anti-bribery and corruption policy
- Raw data ownership is solely with SCI