



Government  
of Ireland  
International  
Development  
Programme



**SEND**  
**SIERRA LEONE**  
Working to promote good governance and  
equality of men and women in Sierra Leone



## Terms of Reference

### Endline Project Evaluation

#### **"More than a Woman: Strengthening Women's Participation in Politics and Governance-Phase II"**

#### **1. Brief Introduction About SEND Sierra Leone**

SEND Sierra Leone is an independent structure and a national NGO registered in Sierra Leone. Our portfolio includes gender and women's empowerment, community development, WaSH, ICT, health, education, Livelihoods, climate adaptation, and nutrition/agriculture.

SEND is dedicated to creating a Sierra Leone with respect for human rights, accountable governance, food and nutrition security, and equal opportunities for men and women to thrive. We liaise with communities, traditional authorities, government institutions, and partners to combine resources to develop innovative solutions to alleviate poverty and enhance quality self-reliance.

Our vision is to see a Sierra Leone where people's rights and well-being are guaranteed. Our mission is to promote good governance, voice, accountably essential services, and equality for women and men in Sierra Leone. Intervention areas include Kailahun, Kenema, Kono, Western Areas (Urban & Rural), Port Loko, Falaba and Bonthe districts. Our Headquarters is in Kenema.

SEND Sierra Leone has adopted the global Sustainable Development Goals (SDGs) to guide national development planning and implementation with our strategic approach. The pursuit of economic equality and social equity are mainstreamed in the SDGs. Our government's commitment is to improve social services delivery, strengthen gender and social inclusion, and prioritize Agriculture.

#### **2. Background of the Project**

The More than a Woman Project: Strengthening Women's Participation in Politics and Governance-Phase II empowers women in Sierra Leone's Eastern Region and Bo and Bonthe districts in the Southern Region to enhance their involvement in decision-making, politics, and governance. This three-year initiative builds upon previous support received from Irish Aid.

Using the Kailahun Model Women in Governance Network initiative, the project scales up lessons learned from the *Promoting Women's Participation in Governance Project* (2017-2019). It incorporates the 2018 EU Observation Mission Report recommendations on promoting women's participation in politics and governance. It also contributes to achieving SDGs Goals 5 and 16 and the Sierra Leone National Development Plan of 2019-2023 (SLNDP).

With support from Irish Aid, SEND-SL has been implementing the "More Than A Woman: Strengthening Women's Participation in Politics and Governance – Phase II " project (**1<sup>st</sup> June**

**2021 to 31<sup>st</sup> May 2024).** During the implementation period (2021-2024), the project made substantial progress as a direct outcome of the comprehensive training, awareness building, mentorships, coaching, conferences, media engagement, exposure visits, resource mobilization support, etc., provided to women within the adult and young women networks. These included support for successful advocacy engagement with political parties to increase women's participation in local governance and the national parliament. Notably, in Kenema, Kailahun, Bonthe, and Kono districts, 52 women were elected out of 160 female councillors elected nationally, accounting for 32.5%. Moreover, three (3) female district council deputy chairpersons were elected, and both Kono and Kenema districts' councils elected female deputies for the first time.

Additionally, Bonthe elected its first female district council chairperson. Out of the 42 women Members of Parliament elected nationwide, 13 from the project districts represent 31% of the overall women in the Sierra Leone parliament. The project also celebrated the election of eight young women as councillors across the four districts and two young women Members of Parliament from the Kenema and Kono districts.

Throughout this implementation period, the project has played a pivotal role in empowering local communities by offering training and support to 586 Village Savings and Loan Association (VSLA) groups across the four districts. This outreach effort has had a profound impact, reaching over 17,500 members. The project's dedication to this cause resulted in establishing, training, and supporting women to mobilize over \$100,000 as group members' savings.

The project contributed immensely to enacting the Gender Equality and Women's Empowerment (GEWE) Act of 2022, which advocated for 30% of women's representation in leadership positions, while the Public Elections Act significantly contributed to the election of MPs and Councillors. As a result, significant progress was made following the 2023 general elections in achieving a minimum of 30% women's elections and appointments. The Women in Governance networks played a pivotal role in vigilantly monitoring the implementation of these legislative measures. Consequently, the project also contributed alongside other players to develop Sierra Leone's Women's Manifesto, which inspired women's political aspirations in Sierra Leone.

The project works with target beneficiaries across the four districts of Kono, Kenema, Kailahun and Bonthe, with a few interventions in the Bo district with the Young Women in Governance Network.

**Overall goal:** Improved women's participation in decision-making, politics and governance in Sierra Leone

**Overall outcome:** SEND's organizational and delivery capacity is enhanced, and women's participation in politics, decision-making, and governance in the Eastern and southern regions is strengthened.

Four **outputs** espoused for success include:

1. Strengthened women's collective voice, knowledge, capacity on gender, and accountability in politics and governance at district and regional levels.
2. Women are economically empowered through resource mobilization and utilization.
3. Increased national-level advocacy and networking on women's participation in decision-making, governance and politics.
4. Enhanced capacity of SEND for effective and result-oriented program delivery

The research aims to provide data to measure project Outcomes by assessing key indicators approved by the project. SEND will provide the approved indicators during contracting to ensure the evaluation captures and evaluates their impact.

### 3. Objectives of the Evaluation:

The objectives are to:

- Assess the degree to which the project has achieved its desired goal and expected outcomes, and measure critical indicators stated in the results framework and project description,
- Assess project approach and coherence in delivering results.
- Assess the factors influencing local ownership of the project results and its sustainability.
- Guide SEND and Irish Aid in improving strategic focus and knowledge when supporting future interventions on women's participation in politics and governance in a broader perspective,
- Document good practices and key lessons learnt during project implementation to guide SEND and its partners in future programming.
- Assess the knowledge, visibility and communication strategy employed by the project staff and stakeholders around the project results.
- Proffer concrete recommendations that may be required to enhance a future project's relevance, coherence, effectiveness, efficiency, and sustainability.

### 4. Methodology of the evaluation:

This evaluation will be based on a combination of:

- **Literature Review:** a desk study of available project data, other publications, reports, and documentation on gender and women empowerment.
- **Key Informant Interviews:** interviews with Irish Aid Staff, SEND-SL Staff, core districts and local stakeholders in the three project district locations, including MPs, Councilors, political party leaders and Female Parliamentarians from the target districts.
- **Focus Group Discussions:** with rural network executives and their members in selected communities in Kailahun, Kenema, Kono, Bo and Bonthe districts.
- **Questionnaire Survey:** with VSLA groups, women groups, women networks, traditional leaders, and radio stations

The evaluation for the “More than a Woman: Strengthening Women’s Participation in Politics and Governance project will be conducted according to the OECD/DAC criteria for assessments, namely, relevance, effectiveness, efficiency, impact and sustainability, what has changed, learning and replicability of the project’s intervention.

### 5. Scope of work

The scope of this evaluation will comprise but not be limited to open questions along the OECD/DAC Evaluation criteria:

No	Evaluation Criteria	Evaluation Questions (Suggestions)
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1	Relevance	<ul style="list-style-type: none"> <li>• Was the project relevant to the identified needs of the target beneficiaries and the context central to women's politics and governance in SL?</li> <li>• Were the project inputs and strategy realistic, appropriate and adequate to achieve the results?</li> <li>• To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls in Sierra Leone</li> <li>• What is the relevance of the project from the perspective of the project participants?</li> <li>• Relevance to the national priorities (including objectives of gender equality, inclusive governance and democratic participation).</li> <li>• Relevance to the development priorities in the intervention's districts and region.</li> <li>• Relevance to Irish Aid Governance Priorities in Sierra Leone</li> <li>• How is the project relevant to SEND Sierra Leone programme objectives</li> </ul>
2	Effectiveness	<ul style="list-style-type: none"> <li>• How appropriate were the management processes in supporting the delivery of the project's expected results?</li> <li>• To what extent did the Project's M&amp;E mechanism contribute to meeting project results?</li> <li>• How effective were the strategies and tools used in the implementation of the project?</li> <li>• To what extent were the intended project goal, outcomes and outputs achieved and how?</li> <li>• To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?</li> <li>• How has the project strengthened the organizational capacity of SEND staff, the women groups, etc.?</li> <li>• Do the project staff at all levels have the capacity to implement the project?</li> <li>• What were the unintended results (positive/negative) of project interventions?</li> <li>• Were the approaches, resources, and conceptual frameworks relevant to achieving intended outputs?</li> <li>• How has collaboration and coordination with other partners, project participants, stakeholders, etc., contributed to the project results?</li> </ul>
3	Efficiency	<p>How have the results achieved justified the cost incurred - were the resources effectively utilized?</p> <ul style="list-style-type: none"> <li>• Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?</li> <li>• Could a different approach have produced better results? If yes, why?</li> <li>• How efficient and timely has this project been implemented and managed in accordance with the Project proposal?</li> </ul>

		<ul style="list-style-type: none"> <li>• How cost-efficient was the project structure to delivering the results of the project at scale?</li> <li>• Was there any identified synergy between other Irish Aid funded projects that contributed to reducing costs while supporting results?</li> <li>• Were there sufficient (human and financial) resources allocated towards the achievement of the Project objectives?</li> <li>• Has there been over expenditure or under expenditure in the Project interventions? Were there changes to budgets? If yes, did those changes consider value for money?</li> <li>• Were there any unanticipated events, opportunities, or constraints? What could be done differently in the future?</li> <li>• What measures were taken to assure the quality of development results and management practices, both in relation to process and products, and to partnership strategies?</li> <li>• What monitoring and evaluation procedures were applied by the project and stakeholders to ensure greater accountability</li> </ul>
4	Impact	<ul style="list-style-type: none"> <li>• To what extent has this project generated positive (or negative) changes in the political participation of women, young girls?</li> <li>• How has the project positively or negatively contributed to changing traditional norms and practices about women participation in politics, governance and decision-making?</li> <li>• What are the unintended negative and positive consequences as a result of the project activities?</li> <li>• Are there any significant changes in the context as a result of the project intervention?</li> <li>• How has the project contributed to strengthening women’s role in accountability, decision-making and cohesion?</li> <li>• How the project strengthened women networks and groups to participate in politics and governance</li> </ul>
5	Sustainability	<ul style="list-style-type: none"> <li>• How will the positive outcomes of the project be sustained beyond the duration of the project?</li> <li>• Does the project have an exit strategy? If yes, what is this framed and if not why not?</li> <li>• What key factors will be required to improve prospects of sustainability and potential replication of the approach?</li> </ul>
6	Learning and Replicability	<ul style="list-style-type: none"> <li>• What are some of the key lessons learned at a result of this project that can be shared and replicated in another district or region?</li> <li>• What worked well and what could have been done better?</li> <li>• What are the recommendations for similar or future interventions?</li> </ul>

<p><b>6.Expected Deliverables</b></p> <ul style="list-style-type: none"> <li>• A detailed analytical report is expected as the end product of the evaluation exercise. The report should include but not be limited to the following components:</li> <li>• Overview of reviewed literature highlighting key messages and overlaps on the functionality of the women in governance network activities in all operational Districts</li> </ul>
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- Overview of the survey conducted, data collection, meetings, interviews and consultations; summarize key messages of the findings, observations, and progress against set goals, trends and best practices.
- General context analysis of findings.
- Catalogue of suitable activities
- Detailed risk analysis of main dynamics/factors/tensions identified as most likely to be exacerbated and/or have a negative impact on the project
- Practical recommendations to provide guidance in the project design for programmatic decision-making

### **7. Areas of specific attention:**

- Are there any favourable/adverse unexpected effects of the project?
- To what degree has the project ignited and positively fueled women's participation in politics and governance?
- What is needed to secure the sustainability of the project's positive achievements (if any)?
- Are there any particular lessons learned in the unexpected effects of the project?

### **8. Reporting requirements:**

The Consultant will have the following reporting requirements:

- Presentation/discussion of preliminary findings, conclusions and recommendations with SEND staff and Irish Aid.
- The draft report will be submitted to SEND and Irish Aid for review.
- The final report will be submitted after receiving SEND and Irish Aid comments.
- An outline of activities and strategies SEND could incorporate in future programming and describe how they can be carried out.
- The report should include the following chapters: an executive summary, country context, description of the evaluation design and methodology, background information, and chapters on findings, conclusions, and recommendations for the future. The findings should be supported and documented by pictures and film as required.
- The final report will include many annexes, including a list of people and organizations interviewed and their contacts and reviewed documents.  
The report will consist of 30 pages, excluding annexes and pictures.

### **9. Expertise required**

- One regional/local expert with a relevant Post graduate degree in any of the Social Science subjects, including Development and Gender studies and work experience in Women's empowerment, NGOs and public sector agencies promoting women's economic, social and political empowerment, following the OECD/DAC criteria (minimum five years of relevant experience).
- Demonstrated research skill and experiences in undertaking similar assignment is required
- Excellent skills in writing English
- Ability to engage with many stakeholders and obtain information tactfully and discreetly.
- Mastery of data collection using statistical software packages
- Willingness to travel to remote areas for the assignment

### **10. Time frame/Duration:**

The Consultant is expected to perform this contract within 27 working days. The duration of the assignment will be broken down as follows;

No	Task	Days
1	Desk study and preparation of interviews, including the planning of the various meetings in cooperation with the Project Manager	2
2	Interviews with the staff from the Kenema, Kailahun, Bonthe and Kono offices (Project operational districts)	4
3	Interviews at each Project operational districts in Kenema, Kono, Bonthe and Kailahun with authorities, rural network women, and NGOs working in the governance sector	10
4	Writing of preliminary findings and recommendations	2
5	Presentation of the report to SEND and Irish Aid	2
6	Write a draft report and share it with SEND and Irish Aid via email after completion of fieldwork	4
7	Complete and submit a final report to SEND after reviewing from SEND and Irish Aid	3
	<b>Total</b>	<b>27</b>

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

The technical proposal should contain:

- A brief methodology on how they will approach and conduct the assignment.
- Explain why they are the most suitable for the work, including experience in similar assignments and the relation to the above-required qualifications.
- The financial proposal specifies a daily fee and the total requested amount, including all related costs, e.g., fees, per diems, travel, phone calls, etc.
- The Consultant's latest CV and those of the support team members who will assist in executing this assignment should the Consultant decide to work with a team. The Consultant should also include the names of at least three references.

#### **Payment Terms**

SEND will make a 20% advance payment upon signing the contract to facilitate work. 80% of the contractual sum will be paid after the final reports are submitted, discussed and endorsed by SEND and Irish Aid.

**Deadline: 30<sup>th</sup> April 2024**

Please forward the Proposal to [recruitment@sendsierraleone.com](mailto:recruitment@sendsierraleone.com)