

TERMS OF REFERENCES (TOR)
MID-TERM EVALUATION – LEADERSHIP AND LIVELIHOOD IMPROVEMENT FOR WOMEN.
TA 2.19.02

1.0. Introduction and rationale for Mid-term evaluation

SWISSAID Tanzania gives specific attention to women throughout the program activities related to small-scale farming and extractive industries (Country Programme 2020-2024). In line with SWISSAID's gender policy¹, SWISSAID doesn't work with women exclusively but rather focuses on power relations between men and women and co-responsibility in the promotion of gender equality between men and women. SWISSAID Tanzania mainstream gender equality throughout the Country Programme, while specifically looking at facilitating access to economic opportunities for beneficiary women and improving their political participation of beneficiary women in their collectivities.

The gender "leadership and livelihood improvement for women" is a five-year project, with a value of up to TZS 1,187,672,465. The project officially started in 2019 and is expected to end in 2024. This project aims to improve the livelihood and leadership of rural women through improved economic opportunities and political participation of beneficiary women in their collectivities. The project is implemented by three partner organizations Rondo Women Development Organization (ROWODO), Might Society Against Poverty (MSOAPO), and Door of Hope for Women and Youth Tanzania (DHWYT) in the agriculture sector (EOA) in the Regions of Lindi and Mtwara; and by the Foundation for ASM Development (FADev) in the Northern regions of Geita and Shinyanga and HakiRasilimali (PWYP) at the national level in the extractive sector. In Lindi and Mtwara the project targets smallholder women farmers engaged in agriculture, agroforestry, livestock keeping, and fish farming as part of the Ecological Organic Agriculture (EOA) sector, whereas in Geita the project targets artisanal and small-scale women miners (ASM), gold producers with some advocacy activities at the national level.

SWTA through gender project works with implementing partners and the government to identify, develop, nurture, and implement economic opportunities that particularly benefits women. Such economic activities include poultry keeping, crop production, fish farming, seaweed, soap making, beekeeping, mining activities, and small businesses. SWTA works as well with partners to identify and support enhanced leadership and influence of women over decision-making in their collectivities. The project approach and methodology involve working with women in groups of 15 members each. These are institutionally viable and registered groups supported with technical capacity, business skills and knowledge as well as small grants to finance their start-ups.

The project envisages organizing women beneficiaries into 144 groups overreaching a total of 2160 direct beneficiaries through enhanced economic opportunities, and about 10,800 indirect beneficiaries within a 5-year period (2020-2024). In addition, 175 and 1750 are direct and indirect.

¹ [2021_SWISSAID_Policy_Gender_ENG_ok.pdf \(kinsta.cloud\)](#)

beneficiaries of women leadership and political empowerment activities in both agriculture and ASM Subsector respectively. This makes a total of 2335 and 12'550 direct and indirect beneficiaries of the gender project respectively. The project is structured around 3 Outcomes and 12 Core Activities (4 Core Activities under each Outcome and several annual goals). The monitoring and mid-term evaluation plans as well as project M&E progress report are available in the SWTA M&E online.

1.1. Core objective

The core objective of this project is to Enhance the level of women's participation in Economic and Leadership activities, with three specific objectives.

- Improved livelihood of beneficiary women
- Women have secure economic activity.
- Women's rights are better defended.
- Gender policies and initiatives are better known and implemented.

1.2. Project strategies

The following are the strategies to achieve the above-mentioned objectives.

- Support women to access new economic opportunities and/or improve existing ones, notably through facilitated access to capital, and improved institutional capacities and technical know-how.
- Support women to access leadership positions in their communities, notably by contributing resources and leadership skills for potential women leaders, and sensitizing communities and community leaders on women's leadership.
- Dissemination of gender policies and initiatives, notably by facilitating access to resources and improving technical know-how and enhancing networking and communication.

The project oversight is composed of Senior Project Officer and Program Officer for gender and the Monitoring and Evaluation Officer provides strategic oversight of the project implementation, including endorsing the project work plans and quality control and review of the project progress and reports.

In accordance with the SWTA M&E Plan, two mid-term evaluations are required during the project implementation, one at the mid-term and the other at the end of the action. This mid-term evaluation will be internally managed by the project team and conducted by an independent consultant. The mid-term evaluation will be conducted to review the project performance, using the OECD/DAC criteria (relevance, effectiveness, efficiency, impact, and sustainability). The findings and recommendations of the mid-term evaluation will enhance learning within the SWTA and among key stakeholders and help guide the project team in adjusting the project's approach and scope for implementation during the project's remaining period. SWTA has a monitoring framework (M&E Online) that provides specific indicators and measurement criteria on which progress reports are made.

2. Purpose, Scope, and Clients of the Mid-term Evaluation

2.1. Purpose

The purpose of this mid-term evaluation is to review the project progress, achievements, and challenges, inform the SWTA, project partners, and the donor of key lessons learned, and propose recommendations for any improvement or adjustment needed for the remaining project implementation period. Specifically, the mid-term evaluation will focus on the following aspects:

- Assessment of the project design and activities, implementation strategies, approaches and methodologies, capacities of implementing partners, challenges and how these challenges are addressed; and to what extent these contribute to the achievement of project objectives.
- Assess the success of the interventions, identify areas for improvement, and document lessons and good practices.
- Drawing key findings and lessons learned and proposing improvement and adjustment is needed to ensure that the project remains relevant to the needs of the target groups and contributes to knowledge development.
- Assessment of the impact of the COVID pandemic on the project implementation and how the project responded to mitigate the impact.

2.2. Scope

The mid-term evaluation will cover the period from January 2020 to June 2023, to create an accurate and comprehensive picture of the project implementation, generating findings on mid-term evaluation criteria (relevance, efficiency, effectiveness, sustainability, and impacts) and documenting good practices and lessons learned.

2.3. Clients

The clients and users of this mid-term evaluation include the SWTA project team, management at country and headquarters levels, donors, and project partners.

2.4. Mid-term evaluation criteria and questions

The mid-term evaluation will examine project implementation against the hereunder criteria by addressing the following questions. The consultant will develop a more detailed analytic framework of questions and sub-questions to carry out the mid-term evaluation.

<p>RELEVANCE and strategic fit of the Project</p>	<p>To what extent are the project objectives/outcomes relevant to the needs of the beneficiaries? Specifically: -</p> <p>Ultimate beneficiaries: -</p> <ul style="list-style-type: none"> - All women and men residing in the project operation areas, benefiting from the “leadership and livelihood improvement project.” <p>Are the project methodologies and approaches in line with the project partners’ priorities, capacities, and expectations?</p> <p>To what extent have the project’s interventions so far contributed to the increased level of women’s participation in economic and leadership activities, specifically?</p> <p>The improved livelihood of beneficiary women?</p> <p>Women’s rights are better defended.</p> <p>Gender policies and initiatives are better known and implemented.</p> <ul style="list-style-type: none"> - Should the project design and methodology be modified to improve its relevance in the second half of the project? If so, how?
<p>PROJECT PROGRESS AND EFFECTIVENESS</p>	<ul style="list-style-type: none"> - To what extent has the project been making progress towards its planned objectives? - What has been achieved so far? - What are the major constraints so far? - To what extent has the project secured the commitment of the project partners and built-up ownership? - How do the project partners explain the delay in delivery? - Have the project approaches appropriately matched the capacity of the project partners for their action? - What measures are required to improve the capacity of project partners in the second half of the project? - Do SW and Partner follow a sound and up-to-date methodology for a) institution building, b) empowerment c) Business promotion, and are there comparable results among groups and an equal level of understanding of methodology, monitoring, and result measurement?

	- Would the consultant propose such methodologies`?
EFFICIENCY and Resource use	- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
EFFECTIVENESS of management arrangements (including monitoring and midterm evaluation)	<ul style="list-style-type: none"> - Has the project received adequate technical and administrative support from the project team? - Was there a clear understanding of the roles and responsibilities of all parties involved? - How effective is communication between the project team, the management, and the project partners? - Does the project have the right qualifications among staff to achieve the expected outcomes? - Suggestions for further methodological training etc. / Staffing. - Are the expenses for the project justifying the expenses done by SW? What are the prospects to optimize this ratio? - What should be improved in the second half of the project?
Impacts	<ul style="list-style-type: none"> - What changes did the project bring about? With reference to the key performance indicators. - Were there any unplanned or unintended changes? - Are the projects' interventions contributed to improving the livelihood of targeted groups, according to self-perception? - Are the beneficiary partners and their farmer's groups more resilient? than before? - Did the groups formed by SW follow up on successful (economic benefit) business projects, that positively impacted on their livelihoods? - What is the real level of leadership women have achieved and is there a methodology and target level to be achieved? How is it measured? -
SUSTAINABILITY and IMPACT of the Project	<ul style="list-style-type: none"> - How effectively has the project built the necessary capacity of people and institutions (of implementing partners)? - How likely will the project achieve its objectives in the second half of the project and what elements need to be considered to ensure sustainability of outcomes? - To what extent has the project contributed to the gender policy dialogue at the subnational level
Change, risks, innovation, and quality management	<ul style="list-style-type: none"> - Change management: were lessons learned systematically collected at the project / BC level and how did they feed into a new project or Business Case? - Risk management: are risks at the project /BC level systematically assessed and are risk mitigation measures identified and then actually incorporated into the projects / BC? - Innovation management: how do new ideas come about? Are there

	<p>suggestions for improvement from the project managers for similar projects in the future?</p> <p>- Quality management: is the quality of the output systematically assessed and how?</p>
--	---

3. Methodology

The mid-term evaluation will be carried out in a participatory manner to ensure the involvement of key stakeholders in particular project staff, beneficiary women and men, the local government authorities, project partners, and the donor, in all phases of the mid-term evaluation, including preparation, interviews, report preparation, and dissemination. The mid-term evaluation will be carried out from June through July 2023, with a final report being available by 30 July 2023.

The following methods will be used as a minimum to collect information: -

3.1. Desk review:

Review and analysis of the documents related to the project, including, country program strategy 2019-2024, SWISSAID Gender Policy, project document/proposal, donor agreements, partners framework and funding agreements, MOUs with the local governments, work plans and budgets, M&E Online – review key performance indicators, monitoring, evaluation, and audit plans, M&E reports in the M&E online, annual progress reports and country-level annual progress reports submitted to donors, review quarterly and activity reports and minutes of various meetings, review women economic groups documentation including business plans, constitutions, and registration status, record keeping

The desk review will suggest several initial findings that in turn may point to additional or fine-tuned mid-term evaluation questions.

3.2. Interviews

A list of contacts for interviews will be provided by the project team at the beginning of the mid-term evaluation. The consultant will undertake group and individual discussions with the SWTA and partners project staff and the management in SWTA and implementing partners. The consultant will conduct interviews with project partners based on semi-structured questionnaires. The consultant will also seek to collect external opinions from external stakeholders on how they perceive the project from outside. These will include WILDAF, NELICO, Gender Experts, and gender focal persons from local government authorities.

4. Main outputs

The main outputs of the mid-term evaluation will be comprised of.

4.1. Refined mid-term evaluation questions

Upon review of the available documents and an initial discussion, the consultant will develop a detailed analytic framework of questions and sub-questions, based on the mid-term evaluation questions defined in this ToR, and consistent with Results-Based Management (RBM) and the

OECD/DAC criteria.

4.2. Mid-term evaluation report as per the proposed structure in the SWTA mid-term evaluation guidelines should include: -

- Title page
- Table of contents
- Executive summary
- Body of the report, project background, mid-term evaluation background, methodology, main findings, challenges, lessons learned and emerging good practices, recommendations, Conclusions, and appendices. The mid-term evaluation report should be concise and not exceed 15 pages excluding annexes (supporting data and details can be included in annexes).

4.3. A PowerPoint presentation with the preliminary findings and recommendations to be presented with the consultant to the SWTA team and implementing partners.

All draft and final outputs, including supporting documents, analytical reports, and raw data should be provided in electronic version compatible with WORD for Windows. Ownership of the data from the mid-term evaluation rests with SWTA. The copyright of the mid-term evaluation report will rest exclusively with the SWTA. Use of the data for publication and other presentations can only be made with the agreement of SWTA. Key stakeholders can make appropriate use of the mid-term evaluation report in line with the original purpose and with appropriate acknowledgment.

5. Management arrangements and work plan

5.1. Management arrangements.

An independent consultant will be selected to undertake desk reviews, conduct interviews, develop mid-term evaluation outputs, and present the preliminary findings of the mid-term evaluation to the stakeholder meeting. The consultant will be responsible for delivering the above mid-term evaluation outputs using a combination of methods mentioned above. The independent consultant will be responsible for data collection and analyze the data from the methods above using qualitative and quantitative data analysis techniques and meet with SWTA staff and project partners. The monitoring and mid-term evaluation officer, Senior Program Officer, and Program Officer for Gender SWTA will ensure the mid-term evaluation takes place according to the ToR. The team will facilitate the organization of the program of the consultant for interviews and ensure that SWTA constituents and all relevant stakeholders are consulted throughout the mid-term evaluation process. The project team in SWTA Dar es Salaam will handle all administrative/contractual arrangements with the consultant and provide any logistical and other assistance as may be required. The team will provide the necessary support to the consultant and discuss any technical, methodological, or organizational matter that may arise with the consultant.

5.2. Time frame and work plan for the mid-term evaluation:

The mid-term evaluation process will encompass an approximate duration of 33 days, from 27th June to 30th July 2023.

Phase	Responsible person	Tasks/ Activities	Working days	Proposed time frame
Inception	Consultants/project team	Brief by the project team	3	By 30 June 2023
		Desk review of the project related documents		
		Refine mid-term evaluation questions		
Interviews (on-site)	Consultants (List of stakeholders and their contact information will be provided by the SWTA)	Interviews with the SWTA project team and project specialists, Interviews with project partners and local government authorities in participating districts	10	10 th July 2023
		Interview with women beneficiaries		
		Debriefing: Present preliminary findings to SWTA and key stakeholder group	1	By 11 th July 2023
Report drafting	Consultants	Prepare a draft mid-term evaluation report	9	By 20 th July 2023
	M&E Officer/Senior Program Officer	Organize a review of the draft report (by SWTA and partners) and consolidate comments	5	By 25 th July 2023
	Consultant	Finalize the report in English	5	By 30 th July 2023
Total		33 days		
Man days		15 days		

6. Selection of the consultants

The consultant will be selected based on SWTA's internal bidding processes. The consultant should have experience in conducting national and international mid-term evaluations. She/he should have a proven track record in the mid-term evaluation of similar projects. Experience in the field of gender will be an added advantage. Proficiency in English is required.

7. Legal and Ethical matters.

The mid-term evaluation will comply with SWTA as well as national norms and Standards. It must not reflect personal or sectorial interests. The consultant must have professional integrity and respect the rights of institutions and individuals to provide information in confidence and to verify statements attributed to them. Mid-term evaluations must be sensitive to the beliefs and customs of local social and cultural environments and must be conducted legally and with due regard to the welfare of those involved in the mid-term evaluation, as well as those affected by its findings.

8. Submission of Proposal

The proposal should include at a minimum:

- Understanding of the TOR
- Proposed approach and methodology (including sample size calculation and sample selection).
- The evaluator profile and resume, highlighting key qualifications and experience.
- Track records, credentials, and references.
- A detailed budget in Excel format, all-inclusive, with the fees, travel and subsistence, communication, taxes, and any other applicable cost.
- A proposed work plan.
- Any other relevant information.

The proposal should be submitted by email to the following email address no later than 22nd June 2023 through info@swissaidtanzania.org.