



# **Terms of Reference**

**TuWezeshe Akina Dada End of Programme  
Evaluation**

**January 2020**



## 1. Background

FORWARD is inviting research agencies / independent consultants to submit proposals for an end of programme evaluation of its Young Women's Leadership Programme, TuWezeshe Akina Dada.

TuWezeshe Akina Dada, Swahili for 'empowering our sisters', is a feminist leadership programme seeking to inspire a generation of young African women to engage in activism against violence against women and girls (VAWG). It aims to increase young women's visibility and capacity to shape decisions about their rights and freedoms.

Through the one-year fellowship programme, the young women are trained to build core leadership skills, are mentored by established female leaders, and receive funding to initiate their own social action projects (SAPs). Fellows learn how they can shape the agenda on VAWG, build their networks, and voice themselves on a range of national and international platforms. Uniquely, this programme is also designed to build bridges between East Africa and the UK African Diaspora.

The four year project, which started in 2016, is being implemented in England, Wales, Scotland, Tanzania, Uganda and Somaliland. It is led by the Foundation for Women's Health Research and Development (FORWARD) with consortium partners: Akina Mama wa Afrika (AMWA) in Uganda, the Sub-Sahara Advisory Panel (SSAP) in Wales and Scotland, and the Children's Dignity Forum (CDF) in Tanzania.

The project has the following five specific outcomes:

- Young women are empowered leaders who are able to influence and shape decisions about their rights and entitlements
- Young women's peer networks foster spaces that amplify their right to be protected from gender based violence and access related entitlements
- Communities have increased awareness about social norms that perpetuate violence against girls and young women
- Policy makers and professionals are more accountable and committed to protect and respond to girls and young women's right to be free from all forms of violence
- Consortium members have improved organizational capacity and effective in delivering the programme on rights of young women

A mid-term self-evaluation was carried out in July 2019, and an end of programme self-evaluations is currently being completed. The programme will finish in March 2020, and a final external evaluation will complement the self-evaluation and provide an overall comprehensive



picture of the impact of the programme, its main achievements and challenges, and how it could be improved in the future.

## 2. The TuWezeshe Akina Dada Programme

TuWezeshe young women's programme is designed on a principle of feminist leadership, recognising that, to work towards gender equality in social, political and economic rights, it is necessary to link feminist theory with leadership skills. Through feminist leadership, young women question their role in society, challenge oppressive norms and power structures, and assert their rights, in order to catalyse social change. The TuWezeshe model also believes that change begins within the individual – as we better understand ourselves, we are better able to understand what affects us, and can begin to know how to bring about long-lasting change. The leadership programme, therefore, brings together feminist leadership with a focus on individuals' self-discovery of their personal histories and experiences.

The programme consists of the following five components:

***Feminist leadership training:*** 5-day residential training lets fellows learn practical feminist leadership skills, build their confidence and gain knowledge of their rights. The training covers a range of modules, including 'self and identity', 'agency and power', 'feminism and patriarchy', 'forms and consequences of gender-based violence', "women's rights, sexual and reproductive health rights (SRHR)", "effective leadership", and "self-care".

***Mentorship:*** Young women's exposure to role models can inspire them and strengthen their leadership capacity. By pairing young women with experienced and established women leaders who have excelled in their various fields, the programme ensures that fellows receive support, advice and networking opportunities.

***TuWezeshe fellowship network:*** Country-specific fellowship networks build on the relationships, energy and enthusiasm cultivated during the leadership training. Networks provide fellows with the opportunity to draw encouragement and inspiration from one another throughout their leadership and advocacy journey. The programme also encourages fellows to initiate further young women networks in order to cascade their learning and amplify their actions.

***Social media:*** VAWG has no geographic borders, and by building TuWezeshe-specific social media, fellows can link across countries, and confront the issue on a global level. Through social media and social communication platforms, we seek to engage participants from all over the world to meet fellow advocates, share ideas, articulate themselves and discover the power of female solidarity as a means of sustainably and effectively transforming communities and cultures.



**Social action sub-granting:** Once they complete the leadership training, each fellow is provided with a sub-grant to initiate their own Social Action Project (SAP). SAPs are normally expected to be completed within 12 months, and have included community engagement, youth support, advocacy, research, and communication.

**Mentorship:** Mentoring is fundamental to fellows' growth and support. Young women's exposure to role models can inspire positive behavioural change and strengthen leadership knowledge and self-esteem. By pairing young women with experienced and established female leaders who have excelled in their various fields, they can receive the support, advice and networking opportunities necessary to consolidate what they have learned.

In addition to the key components outlined above, the programme relies on consortium partners to provide further support to fellows such as ensuring their social action projects are progressing as planned, providing tangible support on the challenges and obstacles they might face, involve them in wider advocacy initiatives and ensure they have exposure to high-profile and decision making spaces.

Consortium partners also carry out their own initiatives, such as mobilising communities and key stakeholders through social change communication, and coordinating advocacy action on violence against girls and young women.

### **3. Project evaluation purpose and objectives**

The purpose of this end of programme evaluation is to assess the success of this project in terms of its relevance, effectiveness, impact, and sustainability, and to provide recommendations to inform current and future projects on young women's leadership and activism.

The evaluation will assess the achievement of the project results, the quality of the project design and implementation and the extent to which the original design (i.e. structures and activities) and project approach were relevant and sufficient. More specifically, the evaluation seeks to do the following:

1. Evaluate the extent to which the TuWezeshe programme proposed outcomes were achieved and identify key areas that were critical for obtaining these outcomes.
2. Evaluate the effectiveness and relevance of the project's set-up, approach, training tools, and identify to what extent these contributed to the delivery of the project's outcomes.
3. Assess the level of sustainability of the TuWezeshe programme, particularly with regard to the long-term impact on young women's leadership capacity and the capacity of implementing partners.



4. Provide actionable and practical recommendations on future programme design and implementation, including how to ensure more effective planning, management, partnership working, and programme delivery.

#### 4. Evaluation questions

The evaluation will address the following key questions in relation to programme relevance, effectiveness, impact, and sustainability. These questions will be refined during the inception phase and will be discussed and agreed with the evaluation consultant.

- To what extent did the programme achieve the intended outcomes? E.g. the difference the project made to young women's leadership capacity, or to the capacity of implementing partners to deliver programmes on young women's leadership development.
- To what extent have the planned outputs (activities) led to the achievement of the outcomes? 'how' and 'why' certain outcomes happened the way they did and which components of the programme are contributing to these changes (or not).
- What unintended outcomes (positive and negative) were produced?
- Was the project approach of feminist leadership training, mentoring, and social action effective and appropriate? Were there any gaps in this approach?
- Were the related materials produced to support the training and structures for the social action projects appropriate and relevant?
- To what extent has the TuWezeshe Project contributed to long-term change among the fellows and the project partners?
- What are the key lessons learnt such as best practice that can strengthen future planning?

#### 5. Evaluation methodology

It is expected that the research agencies / consultant(s) will design the end of project evaluation methodology, including identifying appropriate methodologies and tools for data collection. However, in general this stage should include the following:

- **Review of programme documents and desk-research**, including reviewing programme reports, programme activities, tools and templates etc., to assess the programme's effectiveness in terms of implementation, documentation and impact.
- **Review of programme self-evaluation reports**, to gain insights of some of the preliminary insights gathered from ongoing internal evaluation of the programme.



- **Interviews with partners and programme staff** (FORWARD in the UK, Akina Mama wa Afrika (AMWA) in Uganda, the Sub-Sahara Advisory Panel (SSAP) in Wales and Scotland, and the Children's Dignity Forum (CDF) in Tanzania) to access the strengths and weaknesses of programme implementation and areas for improvement.
- **In-depth interviews and focus-group discussions** with TuWezeshe fellows to broaden our understanding of fellows' experiences of the programme and its impact on their confidence, knowledge, and leadership skills.
- **Collection of case studies from TuWezeshe fellows**, with a sample of TuWezeshe fellows to obtain insights about their TuWezeshe journeys and the impact it had on them.
- **Interviews and case studies with mentors**, to better understand their perspectives on fellows' progress, as well as the strengths, weaknesses and challenges of the mentorship component of the programme.

The evaluator will be responsible to gather, analysis and triangulate data (across sources and analysis methods) to demonstrate impartiality of the analysis, minimise bias and ensure the credibility of evaluation findings and conclusions.

#### **6. Specific tasks / outputs of the evaluator**

- Review existing programme documents (TOC, start-up form, monitoring reports, midterm evaluation report etc.)
- Finalise evaluation methodology, including additional methods to be used to address the evaluation questions and gaps in existing data, in collaboration with FORWARD's Head of Evidence and Knowledge Management
- Develop tools for data collection
- Conduct data collection (one fieldwork trip to each country)
- Conduct data analysis
- One final evaluation report combining evaluation findings for each pilot programme (no more than 30 pages).

Travel to African is required, however, given the multi-country nature of this programme, some of the data collection outlined above would need to be carried out through phone interviews or digital online platforms rather than face-to-face to minimise travel costs.



## 7. Evaluation timeline

End of programme evaluation timeline							
Stages	Jan	Feb	Mar	Apr	May	Jun	Jul
Consultant/research agency recruitment							
Briefing and design							
Data collection							
Data analysis							
Report delivery							

### Submission of proposal

To apply, please send a proposal with a suggested evaluation approach, including timeline, proposed budget, and CVs by **Wednesday 26th February** to [Forward@forwarduk.org.uk](mailto:Forward@forwarduk.org.uk)

