



Terms of Reference for the action research and evaluation of 'She Can'

July 2015

A. Introduction

This Terms of Reference (ToR) sets out the basis for the phased theory-based evaluation of the 'She Can' project.

She Can aims to tackle violence against women and girls (VAWG) in public spaces within urban areas in four countries and promote women's rights to the city. The project is being implemented by ActionAid and partners, and funded through the UK's Department for International Development (DFID) through the UK Aid Match funding mechanism.

This project aims to increase the safety, mobility, access to justice and gender-responsive public services for 60,990 women and girls living in poverty and exclusion, who are vulnerable to violence in 20 urban areas in Bangladesh, Myanmar, Kenya and Zimbabwe. The project started in November 2014 and will finish in November 2017.

ActionAid and DFID plan to conduct a joint study of the She Can project with the support of an evaluation team. The primary purpose of the study will be to test the project's theory of change and deepen understanding of how change happens in relation to reducing VAWG in urban areas. An evaluation is sought that will apply an action research approach over the life-cycle of the project. It is intended that a team of evaluators will: review programme intervention strategies, undertake limited data collection and develop appropriate monitoring tools and learning strategy to help refine the theory of change (phase 1); support targeted data collection and review at six monthly intervals and identify where outcomes are likely to be achieved (phase 2); conduct a theory-based evaluation involving an in-depth case study in two countries to verify outcomes and further unpack change processes between particularly relevant parts of the theory of change that have shown the promise to contribute towards development impact (phase 3).

DFID and ActionAid are thus looking to recruit an independent consultant (or consultancy team) to provide high-level technical advice on the evaluation's design and to oversee and implement the phased evaluation, generating robust, credible and contextualised evidence relating to the project.

B. Purpose of evaluation

Tackling violence against women and girls is a priority for DFID. ActionAid has been working for many years on ending women's fear and/or experiences of violence in an effort to

promote the right of women to control their bodies. This evaluation serves to promote organisational learning and to provide a contribution to evidence gaps.

Women's rights are the main priority within ActionAid. The She Can project falls under the international Strategic Objective on women's rights, to 'ensure that women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies' (as detailed in People's Action to End Poverty¹). It also contributes to the programmatic element of the ActionAid 'Safe Cities' multi-country campaign².

She Can, and the evaluation of the project, is also closely linked to DFID's strategic vision for girls and women, as well as strongly aligning with DFID's funding for 'what works to prevent violence against women and girls'.

The evidence base on VAWG has been improving in recent years, although limitations remain³. Based on work by the DFID funded '*What Works to Prevent Violence*' programme the limitations to the evidence can be summarised as:

- Less data from low and middle income countries
- Less data on prevention of VAWG
- More focus on single intervention responses, not holistic approaches looking at social norms
- Little focus on women's empowerment as a holistic intervention

The main objective of the evaluation is thus:

1. To test, validate and improve the project's theory of change in different contexts to inform future programming

In doing so, related secondary objectives are to:

2. To evaluate the She Can project against selected OECD-DAC criteria (cost-efficiency and effectiveness)
3. To document lessons learned and make recommendations for improvements to ActionAid and Women's Groups involved in the project

C. Intended users

The evaluation is expected to draw on a 'utilisation-focused' approach. The primary intended users are:

1. ActionAid programme staff and partners, use the findings of the evaluation to improve the quality of Safe Cities programming and other related women's rights projects (this includes not only the four *She Can* country offices but also more than 10 other countries who are implementing a similar Safe Cities programme);
2. 'Beneficiaries', particularly women's groups involved in the project, to better understand effective strategies for bringing about changes in their contexts.

¹ http://www.actionaid.org/sites/files/actionaid/a5_leaflet_vlow_res.pdf

² <http://global.safecitiesforwomen.org/> See also the March 2015 issue of Gender and Development for a summary article of the Safe Cities programme <http://policy-practice.oxfam.org.uk/publications/safe-cities-programming-and-campaigning-in-the-actionaid-federation-347214>

³ <http://www.svri.org/WhatWorksEvidenceSummary.pdf>

3. DFID programme and policy staff, especially in regards to the What Works to Prevent Violence programme

Externally, the evaluation will be communicated with peers such as through the Gender and Development Network, Peer organisations, feminist networks working on the safe cities movement and to tackle VAWG, and donors and policy makers.

A detailed engagement and dissemination plan, including feedback to beneficiaries, will be the responsibility of the evaluation steering committee with the input of the evaluation consultant.

D. Project Background

The She Can project aims to support four ActionAid countries with their programmatic work to combat violence against women and girls in urban areas, as part of a wider Safe Cities initiative to campaign for and help realise women's rights to their cities. The total project budget is £1.4 million split between the four countries and a central project management team. The contract is held by ActionAid UK on behalf of ActionAid International. The project is funded by DFID through the UK Aid Match funding mechanism, managed by DFID's Education and Partnerships Team. The project will work across a range of cities and slums in four countries Dhaka in Bangladesh, Yangon in Myanmar, Mombasa and Nairobi in Kenya, Harare in Zimbabwe⁴.

The intended Outcome of the project is that: Women and girls are organised and take collective action to challenge VAWG in public spaces and demand State accountability and action for gender responsive policies and public services

The four project outputs and main related activities are:

1. Women and girls are given the opportunities to learn about their rights, how to take actions to enhance their safety and access justice (legal aid, victim support etc.)
 - Activity 1.1 Women's groups, school clubs and sensitisation activities
 - Activity 1.2 Training and mobilisation activities at the local level
 - Activity 1.3 Sign posting/victim support/legal services
2. Women and girls' networks and coalitions mobilised and supported to actively lead local and national solidarity movements to demand an end to VAWG
 - Activity 2.1 Needs assessments, gender audits and research
 - Activity 2.2 Networking and coalition building
3. Duty-bearers, employers and public and private sector service providers are engaged in discussions with rights-holders on how to make policies and services more gender-responsive
 - Activity 3.1 Training and sensitisation of duty bearers and private sector representatives
 - Activity 3.2 Preparation and enactment of gender-responsive proposals and monitoring of these proposals
 - Activity 3.3 Lobbying meetings, seminars and forums

⁴ 5 slums: Kumudini, Rishipara, Jimkhana, Refugee Colony, Rali Bagan, in Narayanganj, Dhaka, **Bangladesh**. 7 townships: Dala, Hlaing Tha Yar, Dagon Seik Kan, Tharkayda, Daw Pon, Mingaladon, Insein in Yangon, **Myanmar**. 7 slums: Mwakirunge, Ziwa la Ngombe, Mworoto, Bangladesh and Ouru Owilo in Mombasa and Mukuru in Nairobi, **Kenya**. 1 slum: Chitungwiza in Greater Harare, **Zimbabwe**.

4. Campaign activities demanding safe cities are implemented in five cities to generate discussion and mobilise public support for greater respect for women and girl's rights
 - Activity 4.1 Campaign preparation
 - Activity 4.2 Mass media campaign actions
 - Activity 4.3 Targeted campaign actions

Intended project participants are as follows:

- 60,990 women and girls (32,541 women, 28,449 girls) living in poverty in 20 urban slums, in 5 cities.
- 6,250 men and boys (900 men, 5,350 boys)
- 1,095 change makers/catalysts (699 women, 396 men)

a. Existing Evidence Drawn Upon and Project MEL Framework

She Can, and ActionAid's Safe Cities programme, which includes a global multi-country campaign, build on a body of research from a range of organisations including ActionAid's three 'Women and the City' research reports⁵ that have informed the global campaign. In addition recent work from the DFID What Works to Prevent Violence programme will be drawn upon during project implementation.

As part of Safe Cities, each country (with the exception of Myanmar) has developed a detailed Programme Framework, which are in turn summarised in a global programme framework for Safe Cities. As part of this, ActionAid Bangladesh, Kenya and Zimbabwe have conducted situational analysis/baselines for their wider Safe Cities work.

In addition, each country is conducting a more focused project baseline specifically for the She Can project. Project baselines (conducted in February 2014) are largely based on the Safety Audit toolkit⁶, a participatory process involving safety walks (transects) and street surveys in targeted urban areas with focus group discussions with project participants. This process aims to gather quantitative data from a non-random, small sample of men and women and target locations, and more detailed qualitative information from project participants that they will use themselves to help identify and plan further project activities.

Data collected at baseline thus serves to inform project implementation, and to speak directly to a small number of logframe indicators to enable changes to be tracked over time, thus requiring a follow-up process at end-line. Baseline data, quantitative and qualitative, disaggregated by location, sex and age as a minimum, will be available to the evaluation consultant (contained in Annex A), along with additional research and scoping studies conducted by ActionAid. Additional monitoring data, case studies etc. will be collected throughout the duration of the project to feed into the final theory based evaluation, with the design of such monitoring tools being one element of this ToR.

⁵ http://www.actionaid.org/sites/files/actionaid/actionaid_2011_women_and_the_city.pdf and http://www.actionaid.ie/sites/files/actionaid/women_and_the_city_ii_1.pdf (the third report is currently in draft)

⁶ Available here: http://www.actionaid.org/sites/files/actionaid/actionaid_safety_audit_participatory_toolkit.pdf

E. Evaluation Questions

To fulfil the purpose of this evaluation, the following questions are posed:

Question	Relevant Phase
1. How does the ActionAid programme work: <ol style="list-style-type: none"> a. to support women's groups and movements in the prevention of VAWG? (related to outputs 1 and 2) b. to engage men and boys in VAWG community mobilisation programmes? (related to output 2 and 4) c. to improve city governments' approach to VAWG? (related to output 3) 	Phase 1: Review programme intervention strategies and develop appropriate monitoring tools and an evaluation and learning strategy Phase 2: Conduct targeted data collection and review at six monthly intervals and identify where outcomes are likely to be achieved Phase 3: Conduct an in-depth case study in two countries to verify outcomes and further unpack change processes as part of theory based evaluation
2. What are the most effective strategies in the project for getting people in power to change their behaviour in response to issues of VAWG? (related to output 3 and 4 and outcome level changes)	Phase 2: Conduct targeted data collection and review at six monthly intervals, identify where outcomes are likely to be achieved
3. To what extent has the project been able to realise its intended outcomes? (related to all outputs and outcome level changes)	Phase 3: Conduct two in-depth case studies to verify outcomes and further unpack change processes as part of theory based evaluation

As can be seen from the above table the testing and refinement of theories of change in the project will be conducted across the evaluation process. Recognising the different contexts in each country and emergent nature of change, these questions may need to be revised, but will be kept focused on answering questions about how change happens and how different aspects of the project work (or don't) to help differentiate between different strands of the project intervention.

F. Scope and Design of Evaluation

The intention is to undertake a phased evaluation approach that progressively tests and refines the theory of change of the intervention applying a theory based evaluation approach with programme implementers. Throughout these phases it is intended that a lead evaluator helps to frame, analyse, synthesise and quality review products produced by ActionAid and other country consultants. Their overall data collection role would be limited in order to reduce costs though will likely involve a small number of country visits.

Key tasks Phase 1:

- Review intervention strategies and support clarification of how the programme intends to work through refinement of theory of change

- Develop monitoring tools to be applied by consultants and ActionAid
- Re-define questions (design of evaluation and learning strategy)

These tasks would be undertaken with the ActionAid International Secretariat. Key informant conversation would happen by telephone to help affirm/flag prospective issue with the theory of change. Baseline data will already have been collected, but will be reviewed by the evaluation consultant to inform their recommendations for the further development of the evaluation design, including refinement of project theory of change, evaluation questions and improvements to data collection tools for project monitoring and end-line processes to improve the evaluability of the project.

Phase 2:

- First Year Annual Review
- Second Year 6 month stage data collection and analysis
- Second Year Annual Review
- Third Year 6 month stage (all 6 month and annual reflections occurring in all 4 countries)

During the core implementation period of the project, ActionAid and DFID propose an action research or similar approach that supports a theory based design using a small scale, in-depth panel study in each country. Data collection (supplementary to monitoring data) will likely be on a six-month cycle, with annual participatory review processes. The consultant will draw upon the monitoring system developed in phase 1. Where there are gaps in the monitoring system issues will be noted and highlighted to the project team. During this phase the consultant will be expected to identify where outcomes are likely to be achieved and so where further investigation will be of most benefit, and to provide relevant programmatic recommendations to implementing teams when possible.

Phase 3:

- Review end-line process (all 4 countries)
- Review of cumulative outcomes achieved across the project in relation to key mechanisms across all countries
- 'Deep dive' case study in sub-set of countries / intervention themes
- Tested, validated, refined Theory of Change

The final phase of the evaluation will need to provide a broad appraisal of project outcomes across all four countries, based on a synthesis of all available monitoring and panel data and an end-line study in each of the four countries (specifically addressing the first of the evaluation questions given above). This will be supplemented by a more in-depth evaluation, likely to be more focused on specific themes or a sub-set of countries where particular learning can be drawn out more thoroughly (evaluation questions two and three). The evaluation steering committee in consultation with project teams and the evaluator will define the case study of interest based upon the experience of implementation. It is expected that the case study will cover two countries and further unpack an intervention or set of interventions that show particular promise to contribute to development impact. The case study seeks to move from annual review and monitoring processes to generate a high quality evaluation report on an issue of particular importance identified during programme implementation. The case study is expected prioritised on the following criteria:

- Likelihood of a contribution to development impact – Based upon the monitoring and review information an area of particular success will be identified. This could be in one output area or span a number of outputs.
- Feasibility of drawing out additional learning – The available review and monitoring information will provide an indication of success, but also raise further questions around the intervention.
- Saliency of the findings – The case will be targeted at an intervention area that is of interest to Action Aid and of broader use in reducing violence against women and girls.
- Data available in two countries – The case will be focused on a unit of analysis that is of interest in at least two countries. This is to help understand how change takes place within a context,

The format for the final evaluation report will be agreed during the inception phase.

Sampling

The sampling frame for the evaluation will be defined within the first phase of the evaluation. Indicatively it is expected that the evaluation will build upon the existing baseline approach that included:

- 1 Safety Walk and / or 1 Safety Journey per urban area sampled
- 3 to 6 FGDs (separately with women and with girls aged 15 to 18 – or girls and young women up to age 25 if more appropriate. Each FGD should usually have 8 to 12 people involved.) It may also be useful to have one FGD with men (optional). The exact number will depend on the number of urban areas sampled, with the aim being to ensure fair representation of women and girls from different areas.
- Key informant interviews with selected duty-bearers (number to be determined by each country based on what is relevant, but around 4 as an initial suggestion)
- Street Survey that aimed to collect data from 100 women and 100 men.

A full definition of the baseline approach can be found in Annex A. It is anticipated that a similar sampling approach will be used at end-line (phase 3). Sampling for phase 2 (i.e. sampling of individual cases for longitudinal study) will most likely involve the purposive sample of 3 or 4 cases per country.

Evaluation Implementation Arrangements

All decisions made regarding the design and implementation of the evaluation will be guided by and seek to ensure respect for the following evaluation principles:

- DFID Evaluation policy;
- ActionAid Evaluation Principles (version in draft, but to be tested/validated by all current evaluations, and in addition to the above requiring all evaluations to explore the effect of the project, positive and negative, on women's rights, gender and power dynamics, and accountability to people living in poverty);
- The evaluation will be conducted in line with DFID's Ethical Principles for Research and Evaluation and ActionAid's She Can project Child Protection and Ethical standards (if any conflict/doubt arises between the two, the steering committee will decide on the application).

The proposed evaluation design is expected to be able to make valid claims about the project’s contribution to observed outcomes through a theory-based approach.

In each target urban area, the She Can project is one part of ActionAid’s wider Safe Cities campaign. The evaluation will be rooted in the programmatic work of She Can (and will thus sample She Can project participants, etc.) but in exploring broader changes in social norms the evaluation will need to be aware of the wider Safe Cities campaign. Change will not need to be attributed to either one or the other, but the evaluation will seek to explore how effective different intervention strategies have been alone and as part of a whole.

The evaluation design must be proportionate to the scale and scope of the project, and should seek to minimise the burden on project and partner field staff in particular. Evaluation design must give due consideration to the involvement of project participants at all stages, and must seek to give primacy to the views and voices of people living in poverty, particularly women and girls.

G. Timeline and Deliverables

The scope of the evaluation stretches across the three-years of the project implementation. There are three main phases to this work, with key deliverables under each phase, as detailed below.

Phase	Deliverables
Phase 1 to August/ September 2015 (approx.)	<ul style="list-style-type: none"> • Inception report: The inception report will be expected to present an overarching approach for the entire evaluation process based upon the review and clarification of the theory of change as well as a specific methodology for phase 1 and the first year review. The methodology will be updated at the end of Phase 2 appropriate to Phase 3. The inception report must also include details of when and how ‘beneficiaries’ will be included at each stage of the evaluation (from design; data gathering; validation and analysis; and dissemination), including consideration of beneficiary feedback (using the Beneficiary Feedback in Evaluation Matrix⁷). An ethical protocol and (if necessary) guidance for country-level action research should also be included. Baseline data will already have been collected, but will be reviewed by the evaluation consultant to inform their recommendations for the further development of the evaluation design, including refinement of evaluation questions and improvements to data collection tools for project monitoring and end-line processes. • Refined monitoring protocols document for implementation by ActionAid and consultants in Phase 2.
Phase 2 – from end of year 1 (November 2015) to year 2.5 of	<ul style="list-style-type: none"> • 6 monthly data analysis. • Annual Review reports highlighting emerging evidence and changes to the theory of change. (Bi-annual reporting deadlines will be aligned with timelines for reporting to DFID in November and June each year, so learning from Phase 2 can feed into reporting processes.) • An approach document detailing the monitoring and case study

⁷ <https://beneficiaryfeedbackinevaluationandresearch.files.wordpress.com/2015/02/beneficiary-feedback-in-evaluation-matrix.docx>

the project (May 2017)	approach for Phase 3 <ul style="list-style-type: none"> • Document refining the analytical approach for reviewing cumulative outcomes
Phase 3 – six months of the 3-year project (to November 2017)	<ul style="list-style-type: none"> • Verbal presentation/feedback on key findings to ActionAid • Final Evaluation report, both full and in 1-3-25 page format⁸

H. Governance and coordination

A steering committee (SC) will have strategic oversight and accountability for the evaluation. The SC will be comprised of representatives from DFID, ActionAid UK and ActionAid International. An additional external member with specific academic, research or women’s rights expertise will be sought for the SC.

As part of ActionAid’s standard ways of working and the She Can programme governance structure, an International Project Accountability Team (IPAT) has been established. The IPAT will include the role of evaluation management team within its Terms of Reference and so will have responsibility for the evaluation at the operational level. The IPAT is chaired by ActionAid International Women’s Rights Manager and includes Country Directors from each project country, plus finance and M&E representation and the Project Management Team (She Can Programme Manager and Finance Manager).

The Evaluation Coordinator will be the ActionAid UK M&E Manager who will directly manage the relationship with the Evaluation Consultant and will be the focal point for regular communication between all stakeholders.

Opportunities for the involvement of partner organisations in each country, and of women directly involved in the project, will need to be explored. As a minimum it is suggested that each country convene a group of women involved in the project to act as a reference group to provide feedback to and from specific issues (i.e. on the Terms of Reference for the evaluation, evaluation protocols, feedback on draft reports etc.). Depending on the evaluation methodological approach taken and the scope for meaningful participation, this will be explored further by the IPAT with the support of the independent evaluation practitioner.

Quality assurance will be provided through DFID internal mechanisms. Quality assurance of evaluation products will take place for: Terms of Reference, Inception and draft final evaluation report.

Resources that will be available to the contractors (e.g., in-country transport, translation and logistical support, office space)

⁸ A one page outline of the main messages that have come from the research, a three page executive summary and 25 pages to present the findings and methodology used in a language that is clear and accessible to the non-research specialist.

The resources available to support contractors in their country visits and their work in the UK will be detailed in the inception document based on consultation with the steering committee.

Whether or not country consultants (if and when required) are managed by the ActionAid country office or the lead international consultant will be discussed during inception phase to take into account the selected lead consultant's preferences and any existing country-based partners (see also budget options below).

Co-ordination

Name	Position	Email
Jake Phelan	ActionAid UK M&E Manager	Jake.Phelan@actionaid.org
Stephen Porter	Results and Evaluation Advisor (Education and Partnerships Team)	s-porter@dfid.gov.uk

Duty of Care

The steering committee will oversee the duty of care to suppliers throughout the length of the contract in line with ActionAid's policies and the terms of the signed contract.

Budget

The total budget for the evaluation process has been capped at a maximum of £100,000 inclusive. Budget proposals should therefore include all international and in-country costs that will need to be incurred to implement the evaluation process, as set out in this Terms of Reference.

If applicants would prefer, there is the option of using ActionAid country offices to implement the in-country data collection for phase 2 and 3, in one or all four countries. These services would be provided at a cost to be agreed depending on the detailed methodology and resources thus required. In using these services, the consultant would still be responsible for oversight of the data collected by Action Aid offices, although the offices would be accountable for the quality of data collected. Should applicants choose to use the services of ActionAid Country offices, an indicative price per country of £13,000 (given to ensure transparent and comparative budgets across proposals only) should be included in the budget submitted by the applicant, the total overall budget still not to exceed £100,000.

For the avoidance of doubt, proposal submissions will be evaluated against the selection criteria set out in this ToR, and the decision of the applicant whether or not to use the optional services of ActionAid country offices will not be taken into account for the purpose of supplier selection.

I. How to apply

Selection Criteria

ActionAid is seeking proposals from individuals or teams with the following skills and experiences:

1. Demonstrable expertise on women's rights and gender equality programmes, particularly relating to violence against women and girls.
2. Understanding of urban programming in Bangladesh, Kenya, Myanmar and/or Zimbabwe would be preferable
3. Experience in conducting feminist and/or gender-responsive evaluations and of conducting theory-based evaluations
4. Previous experience working with communities conducting action research and/or using participatory approaches
5. Demonstrated understanding of and commitment to ethical issues in research/evaluations
6. Experience in managing and coordinating evaluation/research exercises, including with or through country-based partners, delivering agreed outputs on time and on budget
7. Ability to write high quality, clear, concise reports in English

Selected consultant(s) will be expected to sign and abide by ActionAid values and key policies (including Anti-Sexual Harassment Policy, Child Protection Policy etc.). Selected consultant(s) will also be expected to make a commitment to the work over the full term of the project and to maintain their availability at key times.

How to apply

We invite interested individuals to submit the following application documents:

- A. Copy of CV of the consultant(s) who will undertake the research and evaluation (maximum 3 sides of A4 each);
- B. Proposal (maximum 8 sides of A4) detailing a) how the Consultant(s) meets the selection criteria and b) their understanding of the TOR and methodology. Please ensure your proposal explicitly answers the following questions:
 - i. What previous experience do you have of theory-based evaluations and what lessons have you learnt from your experiences?
 - ii. What will you do to successfully engage with the intended users as identified in this ToR?
 - iii. What research and evaluation approach and methods do you suggest to answer the evaluation questions given in the ToR?
 - iv. How will your proposed approach involve women participating in the project in the four countries?
 - v. What do you foresee to be the main ethical issues and what will be your approach to addressing them?
 - vi. What risks do you foresee in relation to this research/evaluation consultancy and how will you mitigate them?
 - vii. What will be your approach to managing the multiple stakeholders involved at each phase and what processes would you put in place to ensure high quality outputs?
- C. A proposed activities schedule/work plan with time frame;
- D. Financial proposal detailing consultant(s) itemized fees, data collection and administrative costs

- E. One recent example of similar evaluation report written by the applicant (if joint authored to include a description of the role of the named consultant in the report);
- F. Contact details of two independent referees

Please send your applications to: jake.phelan@actionaid.org

The deadline for applying is Friday 7th August (2300 UTC). We are aiming to select the consultant by early September and the contract to start soon after.

For further information or questions about these ToR please contact:
jake.phelan@actionaid.org

Further information provided on request:

- Project log-frame and narrative proposal
- Baseline Assessment Tools
- Current draft project theory of change
- ActionAid Safe Cities Programme Framework