

Terms of Reference for a Mid-term Review of Kvinna till Kvinna’s MENAFEM and Syria Programmes as well an assessment of the MENA Regional Strategic Framework

Strategic Framework/Programmes	Strategy: “Regional and Country Strategies- Middle East and North Africa” Programme 1: “Advancing the role of women as agents for peace and development in Middle East and North Africa” (MENAFEM) Programme 2: “Advancing the role of women as agents for peace and development in Middle East and North Africa” (“Syria programme”)
Strategic Framework /Programme start and end dates	Strategy: 2016-2021 Programme 1: 2017-2021 Programme 2: 2017-2021
Review purpose	To provide Kvinna till Kvinna with an analysis of the relevance and purposefulness of the existing Regional Strategic Framework in relation to the current context in the region <i>and</i> to review the status and contents of the MENAFEM and Syria programmes to inform an effective and efficient implementation of the remaining period.
Primary methodology	A blend of desk studies, interviews, field visits, quantitative and qualitative data etc. Will be defined by consultant (s)
Commissioning organization and contact person	Kvinna till Kvinna Slakthusplan 3 121 62 Johanneshov Sweden
Key dates	Start of assignment: 1 April Draft inception report: 15 April Draft final report: 15 July Final report: 31 August
Recipient of final report	Kvinna till Kvinna and its donors

1. Background

The Kvinna till Kvinna Foundation is a Swedish non-profit organisation that supports women in a context of war and conflict and works to increase women's power and influence in such contexts. Kvinna till Kvinna’s overall vision is a world with sustainable peace based on democracy and gender equality and in which conflicts are managed through non-military means. It envisions a world where equal human rights for women and men, girls and boys, are respected, and where everyone can feel safe regardless of gender, age or ethnicity. We consider that women should have power and influence over decisions and be involved as equal actors in the economic and political development of society to the same extent as men. This vision is permeated and further developed in the global strategy Kvinna till Kvinna for 2016-2021, with four complementing focus areas; gender-based violence, participation, peacebuilding and organisational development.

Kvinna till Kvinna has an inclusive (feminist) approach to cooperation in all context where we operate. In the MENA region, Kvinna till Kvinna is operating in several countries. The regional office is located in Amman (regional and Jordan specific) and there are field offices in Beirut (Lebanon and Syria focus), Tunis (North Africa focus), and Erbil and Bagdad presence (Iraq focus). There is also an office in Jerusalem, operating under a different strategy and agreement. Mid-term Reviews of the programmes related to that office are done separately but will be taken into consideration for the desk review of this assignment.

Kvinna till Kvinna supports partner organisations financially, but also technically and thematically with networking possibilities and capacity development, depending on the contextual needs of each programme.

Kvinna till Kvinna's regional strategy has been running since 2016 and Kvinna till Kvinna is currently looking to commission a mid-term review to verify if its Regional Strategic Framework is designed to support the development in the region in the best possible way in relation to the current context. The mid-term review will also review the two biggest programmes under the strategy; the MENAFEM programme (covering Iraq, Jordan, Lebanon, Tunisia and Northern Africa) and the Syria programme, to certify their relevance and effective implementation during the remaining programme period.

1.2 Thematic priorities for the MENA region

The "Regional and Country Strategies -Middle East and North Africa 2016-2021" (from here on "the Regional Strategic Framework") identifies Kvinna till Kvinna's priorities on a regional and country-based level. On a regional level:

Kvinna till Kvinna in the MENA region works strategically to counter gender-based violence, through

- Tailored support to actors combatting gender-based violence
- Broadened selection of target groups and themes in the prevention of gender-based violence
- Strategic advocacy for a strengthened legal framework to combat gender-based violence

Kvinna till Kvinna in the MENA region works strategically to increase women's participation in all aspects of decision-making in society, through

- Tailored support to actors promoting women's political participation
- Strategic support and advocacy to promote women as peacebuilders and participants in peace negotiations
- Increased focus on women's empowerment

Kvinna till Kvinna in the MENA region works strategically to support legal reform and the use of international legal frameworks and human rights instruments to protect and fulfil women's human rights in conflict affected areas, through

- Tailored support to actors promoting gender-transformative legal reform
- Strategic advocacy for the implementation of international legal frameworks for the protection of women and girls in conflict afflicted areas
- Increased focus on capacity development of actors monitoring and reporting on women's situation in conflict affected areas

On country-level the thematic priorities are identified as:

Iraq

- Peace Building and Women, Peace and Security
- Prevention, protection and assistance against gender-based violence
- Women in education, economy and decision-making

Jordan

- Gender-Based Violence
- Political and economic participation

Lebanon

- Gender-Based Violence

- Gender-transformative legislation

North Africa

- Women's political participation
- Gender-Based Violence
- Improved legal status of women

Syria

- Psycho Social Support and Trauma counselling
- Women's economic Empowerment
- Transitional Justice (including GBV)
- Legal Framework (including GBV)
- Women's equal participation

2. Mid-term review Purpose, Objectives and Questions

The purpose of the mid-term review for Kvinna till Kvinna to examine whether the current strategies need to be reformulated to improve the relevance of Kvinna till Kvinna's support in the region and if the MENAFEM and Syria programmes are relevant and applicable to the contexts in which they operate. The purpose is also to study the programmes in relation to their Theories of Change (ToCs), to consider if they are in line. The two programmes should be reviewed separately as they are operating independently.

The review should have a strong focus on lessons learned and identify and recommend relevant adjustments to the programmes to achieve their intended results.

The objectives of the MTR are:

1) To evaluate the progress of the programmes towards the achievement of the objectives and outcomes specified in the programme documents and to evaluate the programmes' purposefulness in the reality in which they exist. The mid-term review will assess signs of project success or failure this far in the process and analyse the reasons behind them. The mid-term review will also look at the coherence of the strategic framework in relation to the MENAFEM and Syria programmes respectively by e.g. assess the relevance of the Theories of Change and design of the MENAFEM and Syria programmes as well as analyse identified and unidentified risks and the long-term sustainability of the programmes.

2) To assess the degree to which Kvinna till Kvinna's Regional Strategic Framework remains relevant to the context¹ and provide lessons learned and recommendations on how to improve the Regional Strategic Framework; i.e. the regional strategy and the concerned country strategies².

¹ In terms of e.g. thematic priorities, Kvinna till Kvinna's added value, programming methods and internal approaches.

² The operations in Tunisia started after the Regional Strategic Framework was developed and there is no separate section on Tunisia in the "Regional and Country Strategies- Middle East and North Africa". Kvinna till Kvinna recommends reviewing the feasibility study, produced before programme start in Tunisia, and the partner assessments/mapping. The consultants are asked to provide overall recommendations for a country strategy, to

Based on the mid-term review objectives a number of questions have been identified for the consultant(s) to consider. These questions will be further developed and reviewed by the consultant, in cooperation with Kvinna till Kvinna staff.

2.1 Questions related to the mid-term review- MENAFEM and Syria

Objective 1:

Coherence between programmes and regional strategy

- How coherent are the MENAFEM and Syria programmes and the Regional Strategic Framework?
- Are partner organisations' work in line with Kvinna till Kvinna's Regional Strategic Framework and with the MENAFEM and Syria programmes?
- In case of weak links between the work of a partner organisation and the MENAFEM and Syria programmes and the Regional Strategic Framework; are there other areas that the partner organisation work in, currently not supported by Kvinna till Kvinna, that would be more strategic for Kvinna till Kvinna to support in view of its framework?

Design of programmes

- To what extent is it possible to detect how the experience/ lessons learned from other INGOs' projects in the region have been incorporated into Kvinna till Kvinna's programme design?
- How relevant is the support Kvinna till Kvinna has been providing in networking, capacity development, international advocacy, M&E, method development and security & wellbeing through the MENAFEM and Syria programmes to enable achievements of the objectives?

Implementation of programmes

- Are the MENAFEM and Syria programmes' respective Theories of Change still relevant?
- Are the MENAFEM and Syria programmes progressing towards the achievements of the programmes' objectives and outcomes? The consultants should do an achievement rating
- What are the reasons for programme success/failure in the MENAFEM and Syria programmes? Structured by objectives and outcomes.
- How the MENAFEM and Syria programmes comply with Kvinna till Kvinna's Programme Handbook regarding:
 - Partnership Policy
 - Management arrangements of Kvinna till Kvinna,
 - Project cycle
 - Practice for finance and co-finance of programmes
 - Kvinna till Kvinna's systems for monitoring and evaluation, and its responsiveness and adaptability to findings
 - Processes and quality of reporting in relation to the strategic framework
 - Could any unexpected and unintended outcomes be identified?

Risk analysis and M&E in programmes

- Have thorough identification of risks and adequate mitigation and management measures been outlined in Kvinna till Kvinna's programme documents?

be developed after the review.

- How have risk and mitigation management measures been applied?
- The consultant should undertake a critical analysis of the programmes' logframes, assess how "SMART" (Specific, Measurable, Achievable, Relevant, Time-bound) indicators and targets are and suggest specific amendments/revisions to the indicators or targets, as necessary.

Relevance and Kvinna till Kvinna's added value

- How efficient has the MENAFEM and Syria programmes been in strengthening POs' growth and sustainability?
- How purposeful and effective are the MENAFEM and Syria programmes in their current contexts?
- What is the added value in the region of Kvinna till Kvinna's MENAFEM and Syria programmes?
- What areas, if any, in the MENAFEM and Syria programmes are not yet covered by current programme support?

Objective 2:

Assessment towards results

- To what extent is Kvinna till Kvinna progressing towards the achievement of the Regional Strategic Framework's vision?
- How relevant is the Regional Strategic Framework in relation to the current context?
- To what extent is the Regional Strategic Framework still relevant to the needs and priorities as defined by partner organizations and their target groups?
- How has Kvinna till Kvinna, in partnership with partner organisations, managed to maintain flexibility towards adjustments to the development of the context? What factors have enabled and/or prevented flexibility and adequate response?
- How relevant is Kvinna till Kvinna's methods and strategic approaches (a tailored partnership; adaptation to a volatile political and humanitarian context; a strategic selection of rights holder groups; target groups and themes, continuous learning and an evidence-based approach) in the MENA region?

Supportive recommendations

- How can Kvinna till Kvinna strengthen the cohesion / networking among partner organisations on a regional level and how can Kvinna till Kvinna support movement building at an even wider level?
- How can Kvinna till Kvinna support and mitigate the risks that shrinking civic space entails for the partner organisations and for Kvinna till Kvinna? Lessons learned, what barriers were encountered, which mitigation measures have worked well and what alternatives should be explored?

3. Mid-term review Methodology

The mid-term review focus should lie on:

- Assessment of progress towards results
- Monitoring of implementation and adaptive management to improve outcomes
- Early identification of risks to sustainability
- Emphasis on supportive recommendations

The scope of work includes reviewing relevant documents and interviewing key actors at Kvinna till Kvinna's Amman, Beirut, Tunis and Baghdad offices, program staff in Stockholm as well as partner

organisations and beneficiaries.

The consultant(s) shall develop and propose a methodology for the mid-term review, which should include both a desk review of relevant documentation, as well as distance and on-site field visits and interviews with representatives from Kvinna till Kvinna, partner organisations and other stakeholders during the mid-term review process. Any limitations of the stakeholders defined as relevant by the consultant(s) shall be made explicit and their consequences shall be discussed with Kvinna till Kvinna as soon as possible including any ethics considerations that these are based on.

The mid-term review should be based on a combination of qualitative and quantitative methods. The methodology should be participatory, involving the partner organisations and their target groups to the greatest extent possible.

The consultant(s) will be provided with a list of members of the target group/beneficiaries by the partner organisations. The selection of interviewees is then performed in consultation with Kvinna till Kvinna, for the sake of transparency. In addition, the interviews should be performed without staff or representatives of the relevant partner organisation being present to avoid any influence from our or their part.

In the tender, the consultant is free to suggest a different type of method, approach or interviews to verify the framework including whether additional current or previous partner organisations should be interviewed.

It is the responsibility of the consultant(s) to schedule appointments for interviews and to conduct all logistic arrangements for the assignment. Contact details and key support documents will be provided by Kvinna till Kvinna.

Examples of key documents for the consultant to review (a final list will be decided during the inception phase):

Documents related to Mid-term review (MENAFEM and Syria)

- Kvinna till Kvinna's Regional and Country Strategies- Middle East and North Africa (2016-2021), including country strategies for Iraq, Jordan, North Africa, Lebanon and Syria as well as Palestine
- Programme document: Advancing the role of women as agents for peace and development in Middle East and North Africa 2017-2021 including ToC
- Risk management analyses (internal documents)
- Kvinna till Kvinna partnership policy & Do no harm principles
- DAC Principles for Mid-term review of Development Assistance
- Lebanese, Iraqi, Jordanian, North African, Tunisian and Syrian partner organisations' project documents; proposal and logical framework matrix
- Lebanese, Iraqi, Jordanian, North African, Tunisian and Syrian partner organisations' annual reports
- Lebanese, Iraqi, Jordanian, North African, Tunisian and Syrian partner organisations' vision and mission statements, and organisational strategies
- Kvinna till Kvinna's annual reports 2017, 2018
- Evaluation Palestine programme
- Kvinna till Kvinna's Programme Handbook
- MENA Country Assessments 2014

- Kvinna till Kvinna Syria Regional Programme 2017-2012, Baseline Study, Paperboat, March 2017
- Evaluation of the Kvinna till Kvinna Foundation's Women Peace and Security Pillar in the Syria Regional Programme 2017-2022, Tana, April 2018
- Kvinna till Kvinna Syria country strategy (2016-2021) and Theory of Change
- Syria programme (2017-2021); proposed logical framework matrix and narrative description (internal document)
- North Africa/Tunis Feasibility Study
- Tunisia PO mapping

Suggested positions to interview:

- At Kvinna till Kvinna: previous Regional Manager, current Regional Manager, previous Deputy Regional Manager, current Deputy Regional Manager, Head of Office Lebanon, Field Representative Iraq, Field Representative North Africa, Field Representative Syria, Grant Manager(s) and (Senior) Programme Officers
- At partner organisations: Manager/director and project co-ordinators, other operative staff
- Selection of current partners organisations' target groups
- Donor representatives

4. Deliverables and Time Frame

Deliverables are as follows:

Timeframe/Deliverables	Date
<u>Start of assignment</u> Shall include a start-up meeting with Kvinna till Kvinna	1 April 2019
<u>Draft inception report</u> Shall outline the consultants understanding of the task and include: <ul style="list-style-type: none"> - The purpose, objective, and scope of the mid-term review - A description of the mid-term review methodology - The principles and criteria against which the mid-term review team is selecting interviewees and field site visits and the method of ensuring the quality of implementation of the mid-term review including ethical considerations - Any foreseen limitations of the mid-term review - A proposed work plan including a schedule of tasks, activities and deliverables (including a proposed detailed mid-term review mission plan) <p>The draft inception report shall be presented to Kvinna till Kvinna within ten work days after the signature of the contract and a start-up meeting.</p>	15 April 2019
<u>Comments on inception report</u> Kvinna till Kvinna shall provide their comments within one week of the submission of the draft inception report.	22 April 2019
<u>Final inception report</u> To be submitted to Kvinna till Kvinna within one weeks of sending the comments on the inception report.	29 April 2019
<u>Desk review and field visits</u>	

<p>The exact period of field work shall be settled in dialogue with Kvinna till Kvinna and its partner organisation and decided upon during the inception phase.</p>	
<p><u>Draft final report</u></p>	<p>12 July 2019</p>
<p><u>Comments on draft final report</u> Kvinna till Kvinna shall provide their comments within one weeks of the submission of the draft final report.</p>	<p>19 July 2019</p>
<p><u>Final report</u> Content of final mid-term review report:</p> <ul style="list-style-type: none"> • Methodology applied. The methodology used must be described and explained in the final report. Any limitations shall be made explicit and their consequences discussed as soon as realised by the consultant(s) including any ethics considerations taken. • The consultant(s)' conclusions regarding the two objectives of the mid-term review and the related questions • Recommendations on changes to be made to the regional framework and the MENAFEM and Syria programmes to improve their relevance to the current context but also regarding; country strategy, theory of change, risk management, partnership policy. The recommendations should be practical, feasible recommendations directed to the relevant stakeholders on actions to take and decisions to make. Recommendations should be succinct suggestions for critical interventions that are specific, measurable, achievable, and relevant. For example, recommendations may include: - Corrective actions for the design, implementation, monitoring and evaluation of the programme, etc. - Actions to follow up or reinforce initial benefits from the programme - Proposals for future directions underlining main objectives and mitigating risks to sustainability <p>The final report should be written in English and should not exceed 50 pages, excluding annexes, and shall include an executive summary of findings including lessons learned and recommendations. The MENAFEM and Syria Programme reviews shall be described separately.</p> <p>The final report shall be submitted in two hard copies and a soft copy to Kvinna till Kvinna's head office in Stockholm. The final report will be presented by the consultant(s) to representatives from Kvinna till Kvinna during a workshop/meeting at regional level, exact location for this meeting/workshop is to be decided during the assignment.</p> <p>The mid-term review report is an internal and confidential document, used for the purposes of strategic planning and reporting to Sida. Parts of the report, such as quotes, specific outcomes or stories/cases, might also be used in the Kvinna till Kvinna's communication work or in other reports or documents produced by Kvinna till Kvinna. Kvinna till Kvinna will submit the report together with a Management</p>	<p>31 August 2019</p>

Response for the MENAFEM and Syria programmes respectively.	
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5. Cost Frame

The maximum available budget for the mid-term review including all costs is 400 000 SEK. Consultant fees shall be specified as fees per day including taxes, social security contributions and VAT and number of work days for the assignment divided per consultant(s). In cases where the tender includes a team of consultants, their division of work shall be presented.

The tender needs to state the number of work days that the consultant intend to spend in country, divided within the country offices. About 2 weeks is recommended. Not all country offices are anticipated to be visited as remote interviews are also expected to be used to retrieve information. Kvinna till Kvinna would recommend visits to the Beirut and Amman offices primarily and the concluding findings presentation to be held in the region.

The tender shall state the total budget, including expenses such as travel and communication costs.

A contracted consultant cannot further subcontract the assignment.

6. Required Qualifications

- Solid experience of mid-term review and analytical evaluation work in the context of international development cooperation and civil society, preferably with proven knowledge of the MENA region and the Syria context
- Expertise in gender and civil society; in particular women's movements
- Proven experience of evaluating projects built on a Rights-based approach
- Fluent in English and Arabic
- Master's degree or equivalent knowledge in social sciences or other field relevant for the assignment

Assessment of proposal:

- A methodological approach that demonstrate a thorough understanding of the assignment and the context.
- A clear and feasible work plan based on the scope and time frame. The consultant can suggest alternative deadlines in line with the suggested approach. The deadline for the final report must be kept due to back-donor requirements.
- That the proposed budget for maximum SEK corresponds with the selected approach and work plan.

7. Required information

All tenders must include:

- CV(s) of the consultant(s) involved in the mid-term review
- Brief methodology and work plan for implementation of the mid-term review (approximately 4-5 pages)
- Timeframe of the mid-term review in accordance with the points specified in this ToR
- Assignment budget with fees incl. VAT with all expenses in accordance with notes under cost



frame

- References to previous assignments similar to the mid-term review presented in this ToR

The tender must be submitted to Kvinna till Kvinna **no later than 24 March 2019** to the following e-mail address: Ylva.Christiansson@kvinnatillkvinna.se and Marianne.Boqvist@kvinnatillkvinna.se

Any questions and requests for clarifications, can to be sent to: Ylva.Christiansson@kvinnatillkvinna.se and Marianne.Boqvist@kvinnatillkvinna.se