TERMS OF REFERENCE

END-TERM EVALUATION

THE MAKE WAY PROGRAMME

19 September 2024

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END-TERM EVALUATION OF THE MAKE WAY PROGRAMME

Assignment	Make Way End-Term Evaluation
Position	Make Way End-Term Evaluation consultant (team)
Responsible to	Make Way PMEL coordinator, Wemos (budget holder of the consortium)
Location / programme implementation countries/contexts	<u>Six 'implementation contexts' in total:</u> Ethiopia, Kenya, Rwanda, Uganda, and Zambia, and the Regional (Eastern and Southern Africa) and Global implementation context
Total programme budget	€27.4 million
Project phase	End term
Evaluation start date	<u>January 2025:</u> start of inception phase
Evaluation end date	<u>January 2026:</u> delivery of final end-term evaluation report
Location / programme implementation countries/contexts	<u>Six 'implementation contexts' in total:</u> Ethiopia, Kenya, Rwanda, Uganda, and Zambia, and the Regional (Eastern and Southern Africa) and Global implementation context
Programme implementation period	January 2021 – December 2025
Evaluation purpose	End-term evaluation that covers the whole Make Way programme implementation period, to evaluate the programme from a programmatic and a partnership collaboration perspective
Evaluation objectives	1. To describe and assess the extent to which the Make Way programme realised its overall programme ToC and its context-specific ToCs, and what the contributions of the contextualised programmes to the overall programme have been. 2. To assess the partnership collaboration of the Make Way programme[1], specifically focusing on the coherence of the partnership and on 'leading from the South'. 3. To collect lessons learned and identify good practices that could be replicated, and provide recommendations for strategic decisions to be made at organisational level and/or partnership level to consider in future partnerships similar to Make Way.
Evaluation target audience	Make Way consortium partners and collaborating partners will be using and learning from the evidence gathered through this end-term evaluation. The consortium partner organisation will also use the results to inform future funding proposals and to inform the development of future programmes. The Dutch Ministry of Foreign Affairs will be using the end evaluation results and evidence to inform themselves about the functioning and results of the programme, as Make Way is one of the seven funded SRHR strategic partnerships.
Methodology	Realist evaluation approach, or a similar evaluation method
Total budget available	€75,000
Deadline for submission of proposal / application	18 October 2024

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[1] Scope of this objective to be determined with the specific ETE questions. 'Partnership collaboration' can be assessed at different levels; e.g., among consortium organisations, among consortium organisations and collaborating partners, among collaborating partners and youth panels, etc.

1.1 OVERVIEW

The Make Way consortium is seeking the services of a consultant to conduct an end-term review (ETE) of the Make Way programme. The Make Way Consortium, which leads our programme, consists of Akina Mama wa Afrika (AMwA), The Circle of Concerned African Women Theologians (The Circle), Forum for African Women Educationalists (FAWE), Liliane Foundation (LF), VSO Netherlands, and Wemos. Together, we work in partnership with The Netherlands Ministry of Foreign Affairs (MFA). Wemos is the budget holder and coordinating organisation of the consortium.

The Make Way consortium will carry out an ETE that will evaluate the full Make Way programme implementation (January 2021 – December 2025). The ETE will be carried out in the five countries and at the regional and global level; the 6 implementation contexts of the programme.

These terms of reference (ToR) include the objectives of the ETE and the tasks that the consultant(s) will be carrying out.

The consortium is looking for an external, independent consultant to address the objectives of the ETE. Details about the programme, the assignment, and the application and selection process can be found in this the following sections in this document.

1.2 PROGRAMME BACKGROUND

The Make Way programme is a five-year programme that falls under the 'SDG5 fund'; one of the two grant funds within the Strengthening Civil Society policy framework of the Dutch MFA. Specifically, Make Way is funded through the SRHR Partnership Fund, which is one of the four grant instruments of the 'SDG5 fund'.[2] The 'SDG5 fund' underscores the Dutch government's commitment to women's rights and gender equality; sustainable Development Goal (SDG) 5 concerns gender equality.

Make Way aims to break down barriers to sexual and reproductive health and rights (SRHR) by promoting a new way of addressing SRHR issues: through an intersectional lens. Intersectionality is a way of understanding and explaining the complexities of inequity in the world, by focusing on how power and oppression intermingle with people's circumstances and affect them socially, economically, and politically, among other dimensions of societal existence.

Our vision is sexual and reproductive health and rights for all. For everyone to realise their SRHR fully, change is needed at various levels. Youth facing multiple compounded vulnerabilities need to claim their rights, duty-bearers need to ensure access for all youth to quality sexual and reproductive health (SRH) services, and societal attitudes need to shift towards respecting the SRHR of all.

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2 For more information on the Policy Framework Strengthening Civil Society of the Dutch government:
https://www.government.nl/documents/policy-notes/2019/11/28/policy-framework-strengthening-civil-society

To drive the necessary changes, our five-year programme actively promotes innovation in SRHR lobby and advocacy (L&A) by applying an intersectional approach. By using adapted tools, we reveal and analyse the complexity of SRHR inequities and identify solutions. Next, we support mutual capacity strengthening with a wide range of organisations and their (youth) representatives to push for change. We also seek to widen civic space for youth facing compounded vulnerabilities.

Make Way works with an overall Theory of Change (ToC), which has been developed based on an overarching problem analysis, and with six context-specific ToCs. With our overall Make Way ToC, we are working towards our long-term outcome: A CRITICAL AND GROWING MASS OF DUTY BEARERS AND SOCIETY AT LARGE IS ACTIVELY SUPPORTING INTERSECTIONAL SRHR. Our goal is to contribute to three types of impact level changes:

- DUTY BEARERS at various levels formulate or commit to implement policies that lead to intersectional SRH services
- MARGINALISED YOUTH collectively speak up about their rights, make informed decisions and hold duty bearers to account
- SOCIETY respects and accepts marginalised youth's SRHR

Our programme works with three interrelated strategies in order to achieve our envisioned outcomes and to contribute to the three types of impact level changes: We diffuse innovative practices in intersectional SRHR advocacy, we strengthen the advocacy capacity of civil society organisations (CSOs) and through our lobby and advocacy, we widen the civic space for marginalised youth with compounded vulnerabilities to stand up for their SRHR.

In this, there are external factors to consider that may influence our programme successes, such as the willingness and capacity of CSOs to be working on intersectional SRHR, and the civic space that is open enough for youth to be speaking up about their issues and advocate improvements in their SRHR. Besides, we hold certain assumptions related to the functioning and effectiveness of our programme. An overview of these can be found in ANNEX 1.

The overall Make Way ToC is accompanied by a results framework, including specific indicators for all (sub-) outcomes and programmatic targets.

Based on the overarching problem analysis and ToC, context-specific analyses were carried out, problem analyses were developed and context-specific ToCs were constructed. We conducted baseline assessments in our programme contexts and among our consortium partners and collaborating partners.[3] In addition, each implementation context has developed a results framework. The context-specific ToCs and results frameworks are the main guiding documents for the work that is implemented in our five countries and at the regional and global level.

The overall Make Way programme ToC can be found in ANNEX 2. Context-specific ToCs and results frameworks can be obtained on request.

1.3 PURPOSE AND SCOPE

Purpose
The Make Way programme will carry out an ETE covering the entire programme implementation period, to evaluate the programme from both a programmatic as well as a partnership collaboration perspective. The evaluation will focus mostly on the relevance, effectiveness,

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[3] The Make Way Baseline Report is available upon request.

coherence and sustainability of the Make Way programme, and will assess what the contribution has been of Make Way's activities to changes or results at different levels in the countries and at the regional and global level.

Note that the programme is specifically including effectiveness, coherence and sustainability as OECD-DAC evaluation criteria in its ETE. [4] Whereas the ETE will also address the programme relevance, and to some extent the impact of the programme, the three aforementioned criteria will guide the ETE most. Evaluating the efficiency of the programme will not be a specific focus in this evaluation, whereas we will provide a mapping of programme funding and budget allocations.

The ETE will be guided by the set of requirements and guidance from the Dutch Ministry of Foreign Affairs, as well as by the technical requirements outlined in the IOB evaluation criteria. Additionally, the Make Way ETE reference group[5] will provide input and advice, and approval, to a number of ETE activities and milestones, explicitly the development of the ToR, the selection of evaluators, the detailed methodology and the draft evaluation report.

Scope

The ETE must cover the complete programme implementation – the period January 2021 through December 2025 – and all six Make Way implementation contexts. The context level evaluations will feed the consolidated overarching programme evaluation.

Note that chapters 1.4, 1.5 and annex 4 will provide more details on the precise scope of the ETE.

The ETE will make use of and build on existing plans, analyses, data collected, the mid-term review findings, and other documents that are of relevance. Reported outcomes by the programme will be validated during the ETE process.

Note that some part of these ToR will be finalised during the inception phase in close collaboration with our context coordination groups[6], youth panels[7], programme managers forum, and other relevant focus groups in our partnership, once the consultants have been contracted. Some evaluation questions may need sharpening, potential context-specific questions may need to be considered, and a final review needs to be done of the alignment of these ToR with the updated IOB evaluation criteria.[8]

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[4] Make Way is specifically including the following OECD-DAC evaluation criteria in its ETE: effectiveness is "the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups"; coherence is "the compatibility of the intervention with other interventions in a country, sector or institution"; sustainability is "the extent to which the net benefits of the intervention continue, or are likely to continue".

[5] This group comprises of representatives from consortium organisations, youth panels, collaborating partners, and the PMEL forum, and includes our MFA contact person and an independent external expert, and the Make Way PMEL coordinator as commissioner of the evaluation.

[6] The Country Coordination Groups are the coordinating teams in each of the implementation contexts. These CCGs exist for each of the six implementation contexts. Note that for the Regional-Global context, this coordinating team is called the Regional-Global Coordination Group (RGCG). They run our country and regional and global activities. CCGs and the RGCG consist of representatives of the consortium organisations and each coordination group is coordinated by a context coordinator.

[7] Our youth panels are advisory groups intended to represent youth perspectives at country/context, programme and steering committee levels. Youth panels participate in programme design, implementation, monitoring and evaluation and in key decision-making processes.

[8] The IOB has updated its evaluation quality criteria. The criteria will be regrouped by evaluation phase: (a) criteria relevant for the development & assessment of the TOR; (b) criteria relevant for the assessment of the elaborated method (proposal/inception report); and (c) criteria relevant for the assessment of the evaluation report. The evaluation quality criteria were finalised in September 2024.

1.4 OBJECTIVES

The ETE should be guided by the following objectives:

1. To describe and assess the extent to which the Make Way programme realised its overall programme ToC and its context-specific ToCs, how this was done, and what the contributions of the contextualised programmes to the overall programme have been.

2. To assess the partnership collaboration of the Make Way programme[9], specifically focusing on the coherence of the partnership and on 'leading from the South'.

3. To collect lessons learned and identify good practices that could be replicated, and provide recommendations for strategic decisions to be made at organisational level and/or partnership level to consider in future partnerships similar to Make Way.

NB: In our mid-term review, aspects related to the above objectives have been assessed and conclusions and recommendations were provided. It will be interesting to take these into account in the ETE.

1.5 EVALUATION QUESTIONS

The ETE should also be guided by specific evaluation questions. These specific questions focus on assessing the implementation of the Make Way programme from a programmatic and a partnership collaboration perspective. We will also ask for specific recommendations for making strategic decisions at organisational level and/or at potential future partnership level.

The specific questions are aligned with the three objectives of the end-term evaluation as well as with the requirements from the MFA. Some of the specific questions are to be answered in all implementation contexts and some questions can be addressed in a sample of the implementation contexts. This sample is to be determined with the consultant.

As the differences between the implementation contexts may be significant, it is essential that the context-specific ToCs, the geographic focus and the context-specific results frameworks are considered in answering all ETE questions. Additionally, it will be key to take the pace of implementation of each context programme into account; these factors will likely influence the evaluation and the (interpretation of the) findings.[10] An overview of the geographic scope of each of the context programmes can be found in ANNEX 3.

The set of preliminary specific ETE questions can be found below.

As mentioned before, the evaluation questions will be sharpened with the ETE reference group and finalised in collaboration with the team of consultants and the context coordination groups and youth panels in the inception phase. This will likely also include consultations with the programme managers forum and other relevant groups in the programme. Where applicable and feasible, context-specific evaluation questions may be developed together with the CCGs during inception.

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[9] Scope of this objective to be determined with the specific ETE questions. 'Partnership collaboration' can be assessed at different levels; e.g., among consortium organisations, among consortium organisations and collaborating partners, among collaborating partners and youth panels, etc.
[10] More information about the programmatic choices that were made for each of the contexts, can be found in the six Make Way Programme documents.

1.5.1 Specific evaluation questions

The following should be noted for the specific questions listed below:

- Questions 1, 2 and 4 will be addressed in all the implementation contexts.
- Questions 3 and 5 can be addressed in a sample[11] of the implementation contexts.
- Question 6 concerns reflections on the findings from the ETE and recommendations for strategic decisions to be considered at partnership level and/or at the level of the individual consortium organisations. This question will be answered for the programme and the consortium partners overarchingly, highlighting context-specific examples where relevant.

Focus on programme

Theory of Change – relevance

1. To what extent were the Make Way ToC and the context specific ToCs relevant in guiding the implementation of the programme?
   a. To what extent and how have changes in the implementation contexts and in risk assessments led to adaptations in the context specific programme ToC?
   b. To what extent were the underlying assumptions evidenced or contradicted based on the results by end-term? [12]

Effectiveness

2. To what extent has the Make Way programme achieved its outcomes, as specified in the overall programme ToC and in the context specific ToCs, and what have the contributions been of the Make Way programme in reaching these outcomes? This includes an assessment of unintended and unexpected outcomes, as well as of nonachievements, and how these came about.
   See ANNEX 4 for a full list of indicators to be covered at minimum with this question.
   a. To what extent and in what ways have the capacity strengthening efforts of the Make Way programme enabled the collaborating partners to take up intersectional SRHR advocacy and push for structural and systemic change in their respective contexts? What could have been done better? To what extent and in what ways has the programme been able to contribute to capacity strengthening of Make Way allies?
   b. To what extent and in what ways have the advocacy efforts of the programme been effective in reaching the long-term outcomes[13] that the programme set out to achieve?
   c. How effective have the Make Way intersectional advocacy tools been in contributing to reaching advocacy objectives and results? In what way(s) have the use of the tools contributed to learnings and changes in advocacy practices or policies in organisations? [14]
   d. Were there unintended or unexpected positive effects, and if so, how were these leveraged to enhance the programme's impact? Were there any negative unintended or unexpected effects, and how were these addressed?

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[11] How many and which contexts will be included in this sample, will be determined during the inception phase of the evaluation. Together with the commissioner of the evaluation and the reference group, sampling criteria will be developed and a selection of the contexts will be proposed to the consortium. Experiences from the mid-term review, in which we sampled 3 contexts for some of the mid-term review questions, will be taken into account in this process.

[12] Due to the fact that many of our assumptions at context level will be comparable to the ones defined at overall programme level, we propose to work with a selected sub-set of most important assumptions to be validated.

[13] In the overall Make Way results framework, the long-term outcome is: *A critical and growing mass of duty-bearers and society at large actively supports intersectional SRHR.* The long-term outcomes of the six implementation contexts have been contextualised so that they fit in their contexts, but are aligned with this overarching long-term programme outcome.

[14] Considering consortium partner organisations and collaborating partners.

e. What lasting organisational and programmatic benefits or changes did the programme bring to collaborating partners' organisations? Specifically paying attention to the advocacy work that these organisations are doing.

Cross-cutting themes

3. How has the Make Way programme integrated and improved meaningful youth engagement and a gender perspective in its programme, and with what effect?
a. In what ways has the programme been able to do MYE? What worked for the programme, why and what are the effects of MYE on the youth[15] themselves?
b. In what ways has the programme been able to integrate a gender perspective? What worked for the programme and why?

Sustainability

4. How likely are the programme's approaches and the results achieved over the course of the programme to prove sustainable?
a. What indications are there that Make Way approaches and results will be sustained beyond the programme's duration? [16]

Focus on partnership

Coherence [17] and 'leading from the South'

5. To what extent is the Make Way programme compatible with and complementary to other SRHR partnerships in their implementation contexts?
a. How coherent is the collaboration within the partnership[18], and how does this support the consortium in reaching its objectives?
b. Has the programme changed some of the structures in their partnership[19] over the course of the programme regarding 'leading from the South', and if so, in what ways have these facilitated or improved the implementation of the programme?
c. How coherent is the programme implementation with the ways in which the partnership is budgeting and on what it is spending its funding? [20]
d. How well has the Make Way programme collaborated with MFA, has it been aligned with the MFA's policy framework, the priorities of the embassies and/or the national policy and programming frameworks in the Make Way implementation countries?

Recommendations

6. Based on the conclusions of this end-term evaluation, are there recommendations for strategic decisions to be made at organisational level and/or for potential future partnerships?

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[15] I.e., the youth in the Make Way youth panels and the other youth that are involved in the programme, through e.g., our collaborating partner organisations.

[16] Addressing prospective sustainability, i.e. the net benefits for key stakeholders that are likely to continue into the future.

[17] Coherence is defined by OECD-DAC as 'how well an intervention fits; the compatibility of the intervention with other interventions in a country, sector or institution'. MFA would like to see an assessment of coherence (a) within the partnership, (b) between partnerships and MFA, and (c) with other stakeholders.

[18] It is important to note that there may be differences between consortium partner organisations at overarching programme level vs. the consortium organisations at country context level. The ones at country context level are 'country offices' with their own management and staff.

[19] This includes consortium partner organisations at the overarching programme level, consortium organisations in-country, and collaborating partners

[20] For this question, a mapping of funding will be needed and will need to be reviewed and evaluated. This overview will include the budget received by the partnership, what the funds were spent on (e.g., activities vs. overhead, the amount of funding allocated to consortium organisations vs. collaborating partner organisations, and the type of activity the funds were spent on)

1.6 METHODOLOGY

We would like to welcome the consultants to propose an appropriate methodology for this end-term evaluation, based on their expertise and experience. At the same time, we like to highlight a couple of elements of the methodology and provide some guidance as to how to approach these:

Measuring effectiveness

Make Way's mid-term review was done by using a realist evaluation approach. One of the main assumptions in a realist evaluation approach is that results or outcomes are achieved because of the interactions between a context and a mechanism/intervention. In other words, a realist evaluation seeks to address what works for whom in which circumstances. We see the importance of using such an evaluation approach and expect the same or a similar evaluation approach to be used for our end-term evaluation.

While using a realist evaluation approach, different data collection methods can be used to gather the relevant information and data from different sources. In order to guarantee valid and reliable ETE outcomes and conclusions, triangulation of results and a critical reflection of those will be key. We invite the consultants to present their strategy to ensure triangulation in this ETE.

Using an intersectional approach

One of the main objectives of the Make Way programme is to ensure an intersectional lens is used in all steps of the advocacy cycle, and throughout broader programme implementation. We have developed a set of intersectionalised tools to guide our efforts in this. We like to hear from the consultants how they are planning to integrate an intersectional lens in the evaluation, and we encourage the consultants to make use of the programme's tools where applicable.

Measuring organisational capacity

The Make Way programme has been measuring organisational capacity by a set of different tools, developed in the programme. Through our context-specific results frameworks and activity work plans, organisational capacity has been strengthened and monitored/measured in a variety of ways. We ask the consultants to include these tools, and ways of strengthening and monitoring capacity strengthening efforts, in their approach to measuring the organisational capacity in the programme. If the consultants have complementary methodologies for measuring organisational capacity that they would like to propose, then we welcome those.

Sampling

In this evaluation we will need sampling and a sampling strategy at two levels: (1) the informants / participants who will be included in data collection and why and how they have been selected, and (2) the contexts that will be selected for answering those questions for which we can sample.

Based on our experiences with the mid-term review, we foresee the following inclusion criteria to be considered for the selection of informants: (a) knowledge of and exposure to the Make Way programme, (b) an active and direct role in programme implementation, PMEL or governance, (c) an active role or influence in policy making on SRHR and youth-related issues, using an intersectional lens, (d) engagement in the programme for at least one year. We expect the inclusion criteria to be discussed and finalised as part of the inception process.

We invite the consultants to provide the programme with a proposed sampling strategy, taking into account the abovementioned, and paying special attention to the intersectionality component of the strategy.

Substantiation of findings and conclusions

We would like to ask the consultants to present a strategy for substantiation and validation of (preliminary) findings and conclusions. This strategy will need to include at least the following elements: how this strategy will be inclusive, how it will ensure that a right representation of stakeholders will be present, and that sufficient time and space will be available for this process, and how it will be ensured that conclusions are based on and drawn from a sufficient number of results obtained with the evaluation.

Note that for the sub-question under evaluation question 6 on coherence of the programme implementation and the relation to the ways in which the partnership is budgeting and on what it is spending its funding, it will be necessary to review and evaluate a mapping of funding. This may require a specific approach as part of the overall methodology.

1.7 RESEARCH ETHICS

The Make Way ETE will adhere to high ethical standards to ensure that no one experiences or is placed at risk of bullying, discrimination, violation, stigmatisation, exploitation, abuse, assault or other related negative or harmful experiences. To safeguard this, and to make sure awareness is raised among staff on what is acceptable and what is unacceptable behaviour, the programme uses a Code of Conduct. The Make Way Code of Conduct will be an important piece of guidance for the consultants during the evaluation, as well as the Make Way guidelines for setting up spaces that are safe. The latter will ensure that the spaces that are set up and used during inception, data collection, validation, and other moments in between, are safe and of the standards adhered to in Make Way.

It will be key to obtain informed consent of the informants that will be part of the evaluation, ensuring that they are fully aware of the purpose, procedures, benefits and potential risks (if there are any) of taking part in the evaluation. Participation in the evaluation will be voluntary, and participants should be able to withdraw at any time without sanction. Obtaining informed consent will need to be accessible to all, meaning that e.g. giving verbal informed consent or giving consent with the support of a sign language interpreter should be possible. Moreover, part of the process will be obtaining ethical clearance in our programme countries in order to be able to collect information and data from informants; explicit procedures for this will be country-specific.

Due to the focus of the programme, it is of utmost importance that confidentiality and anonymity of participants and of collected information and data will be strictly maintained. Transparency and accountability towards the informants, and towards the commissioner and the consortium as a whole, will be enabled by sharing and validation findings and taking sufficient time for this, and by being open about limitations and potential biases of the evaluation.

We invite the consultants to present their plan for taking research ethics into account in this evaluation. Especially we would like to see concrete steps to be taken to ensure anonymity, confidentiality and safety of the evaluation informants, particularly of youth that will be involved, how data will be securely stored, and in what ways the consultants will consider cultural norms and values in the programme countries as well as individual backgrounds and needs.

Lastly, we ask the consultants to declare their independence from the Make Way programme, the consortium organisations and/or in-country collaborating organisations, or the MFA. For more

details on this requirement, see SECTION 1.10 REQUESTED COMPETENCIES AND HOW TO APPLY of this ToR.

1.8 PRACTICAL CONSIDERATIONS, DELIVERABLES, TIMELINES

1.8.1 Consultancy team, approach, roles & responsibilities

We envision this consultancy assignment being implemented by an independent team that consists of a lead consultant (team), and consultants/researchers based in Make Way implementation countries. We welcome the consultants to present their ideas on how the team will be practically set up and how it will work together [21].

It is expected that the main part of the work will be led by the lead consultant, and that they should be responsible for the collaboration with and the management of the consultants in the programme countries. We prefer that the lead consultant proposes the consultants in the countries to collaborate with, based on already established working relationships and previous collaborations, so that the national consultants do not need to be recruited during the inception phase. Ideally, the selection of national consultants will then be discussed and confirmed in close collaboration with the context coordination groups including youth panels[22] in the implementation contexts. This process will ensure that there are no major concerns in the CCGs about the selected national consultants. Depending on the exact approach taken to carrying out this ETE, in-country visits may be done by the lead consultant (and team) and/or by the national consultants.

The application for this assignment should be submitted by the lead consultant, but should include detailed information about the team of consultants that will carry out the assignment (see submission requirements below).

The first line of contact of the ETE consultancy team will be with the Make Way PMEL coordinator. Also closely involved in the coordination of the ETE is the Make Way programme coordinator, and technical support is provided by the Make Way PMEL forum[23]. The ETE reference group will be providing advice at specific moments during the ETE process. The PMEL coordinator is convening the reference group and will be the main point of contact.

1.8.2 Deliverables, key dates and timeline

Deliverables

The main output of the ETE process is the final Make Way ETE report, which will consist of one consolidated analysis and six sections for the implementation context analyses. The consolidated report will include an analysis of findings from the six implementations contexts, and the linkages between the countries and the regional and global level context.[24]

The final ETE report, including the consolidated analysis and six context analyses, will need to be written and delivered in English. We are open to discussing the feasibility and possibility of having (some of) the context analyses translated in national languages, if there is an interest in

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[21] This includes an approach for who in the team of consultants will take on the ETE work for the Regional-Global context (as one of the six implementation contexts) as the scope of the work of this context is a bit different from the country contexts and as this is not an actual country which one can 'be based in'.

[22] Parameters for the discussion and confirmation of proposed national consultants by CCGs will be determined during inception phase, together with the consultants

[23] The PMEL forum is the PMEL focus group of the Make Way programme, and comprises PMEL representatives of each consortium partner organization and is chaired by the Make Way PMEL coordinator.

[24] The Make Way consortium would like to receive soft copy datasets and transcripts as part of the set of final deliverables.

this by the programme, in particular by our CCGs, and we would like to discuss the option of having a presentation of the final ETE report by the consultants to the partnership, including reference group. We furthermore welcome the final ETE report to be written in accessible language and to be designed in a visually attractive way, so that it can be distributed among and used by different target audiences.[25]

The ETE, including methodology and protocol, and the final ETE report must follow the MFA end-term evaluation guidance and assessment criteria.[26] The guidance and assessment criteria are based on the IOB evaluation quality criteria which the Make Way evaluation must adhere to. Moreover, Make Way includes the OECD-DAC evaluation criteria in its ETE. Whereas each of these six criteria are useful, we pay particular attention to effectiveness, coherence and sustainability in this evaluation.

Key dates and timeline
The deadline for the final ETE report is by the end of January 2026. The consultants are expected to start their assignment in January 2025.

We expect the ETE inception report to be delivered in March 2025. The commissioner and reference group will review this inception report, provide feedback and input where needed, and a final methodology and protocol shall be agreed upon by the end of that month. Following this process, we foresee the consultants organising a planning meeting with representatives of the context coordination groups and youth panels in order to discuss and agree upon the details of the scope and approach of the review taken in each implementation context.

An indicative timeline can be found below. Further details and deadlines are to be agreed upon by the commissioner and the consultants.

Months	Consultancy activities
Mid October 2024 – Mid December 2024	• Review of proposals and selection of consultants (by review committee and reference group)
January – March 2025	• Inception report including methodology developed • Input to inception report by commissioner and reference group; agreeing on approach/methodology
March – April 2025	• Planning meeting with representatives of context coordination groups to discuss work needed in the implementation contexts • Development of data collection tools
April – August 2025	• Data collection
June – August 2025	• Data analysis, interpretation, report writing, follow-up with context coordination groups if needed
September 2025	• Present preliminary findings per context, provide update on the progress of the review • Feedback from the commissioner and the reference group

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[25] MFA recommends a final ETE report of approx. 50-60 pages and context-specific reports of roughly 10 pages. We will determine the appropriate length of the reports during inception phase, together with the consultants, while taking into account our experiences with the length of the mid-term review reports.

[26] The Netherlands Ministry of Foreign Affairs has provided guidance on the requirements of the end-term evaluation for the Strengthening Civil Society Partnerships, and how these will be assessed by MFA. The MFA guidance and requirements can be requested from the Make Way PMEL coordinator.

	• Organise context-specific validation sessions
November 2025	• Full draft ETE report ready (one consolidated analysis and six implementation context analyses (deadline mid-November 2025) • Review of draft report by commissioner, reference group, and CCGs
January 2026	• Final ETE report submitted (deadline end of January)

1.9 BUDGET

A maximum budget of EUR 75,000 is available for the Make Way programme ETE.

1.10 REQUESTED COMPETENCIES AND HOW TO APPLY

The Make Way consortium wants to contract a lead consultant, researcher, organisation or institute to conduct the ETE. The lead consultant will collaborate with and manage researchers/consultants based in Make Way countries.
The consultants involved in this assignment should have the following competencies, see below.

Desired profile of the applicant
Required:

» Master's degree in a relevant discipline, e.g. social sciences.

» For the lead consultant, extensive experience is expected – a minimum of five years – in programme evaluations of (complex) development programmes, including programmes that work with a Theory of Change. For the other consultants in the team, at least three years of experience in the same area of work.

» For the lead consultant, a proven track record in setting up and managing evaluations of large multi-year multi-country programmes/partnership.

» Advanced skills in using social science research methods and applying qualitative research and data analysis methodologies in evaluations, specifically for lobby and advocacy programmes.

» Knowledge of and experience with working on evaluations on lobby and advocacy, in international development programmes.

» Knowledge of programming for sexual and reproductive health and rights.

» Excellent facilitation and coordination skills.

» Experience in organising virtual meetings/workshops (by making use of e.g. Zoom, Teams, Mural, Miro, or an equivalent) and using remote data collection methods.

» Excellent oral and written proficiency in English.

» Experience with data visualisation (tools) and report writing

Assets:

» Affinity or experience with evaluations in (one or more of) the Make Way implementation contexts.

» Experience with participatory and/or youth-led evaluation methods.

» Specialist knowledge of/experience with working with intersectionality (theory).

» Understanding and affinity with one or more of the following topics: health systems (strengthening); working with minoritised (youth) groups; meaningful youth participation; and disability.

How to apply
ANNEX 5 contains the sections of the online application form which we are asking you to complete with all relevant details of your proposal for this ETE consultancy.

Interested parties should submit the online application form in which they have completed information on the following components, of in total no more than 10 pages in length:

- A motivational statement for taking on this project, including an explanation of the track record of the consultancy team in evaluating complex (development) programmes on lobby and advocacy, SRHR or similar topics.
- Technical proposal which includes the following:
  a. A suggested approach for addressing the ETE questions, including a suggested methodology for the collection and analysis of data, and an adapted timeline to the suggested approach including e.g. key milestones. This also includes any foreseen country visits, in-person meetings with programme staff in-country, etc. Please also list what support or resources from the Make Way programme would be needed to ensure successful implementation of the evaluation.
  b. A suggested approach for integrating elements of participatory evaluation methods and intersectional thinking in the ETE.
  c. An overview of the proposed team of consultants, including local/in-country consultants or how these will be appointed, providing detailed information about the team explaining each team member's proposed roles and the total time investments for each person for the duration of the project.
- A budget proposal, provide a detailed budget, breaking down rates per hour and the number of hours for each person, travel costs—air fare, per diem, accommodation, costs of FGDs, for example. Including transcription, venue, transport to venue, refreshments provided, translation of tools in local languages, etc.
- An explanation of suitability: explain your track record and why your team is suited for this evaluation project; what do you bring to the table that is creative, crucial, unique and/or special.
- Address cost efficiency: explain how your evaluation project is economical.
- Address CO_2 emissions: explain how your evaluation project seeks to minimise emissions.
- Statement of independence signed by the lead applicant and collaborating consultant. To ensure the independence of the ETE, any and all consultants brought on to the project must explicitly declare that they have not been involved in the design or the implementation of the programme; that they are not or have not been affiliated with one of the consortium organisations and/or in-country collaborating organisations during the design or implementation of the programme; and that they have not worked for the MFA in the past nor have been involved in the development of the policy framework that is guiding the Make Way programme.

In addition to the proposal, please submit:
- The CVs of the proposed key positions of the team.
- An example of your work on a previous similar assignment (e.g. an evaluation or research report). Make sure that this is an example of a piece of work that is relevant for the Make

Way end-term evaluation, and make sure that it is clear from the document that you / your consultancy firm were leading the assignment.
- Contact information of at least two references

We especially welcome applications from consultants from our programme countries or from the wider Eastern and Southern African regions to apply to this assignment.

Please submit complete applications by submitting the online application form, no later than on 18 October 2024.

For any enquiries ahead of submission, please contact Renée Bouhuijs, Make Way Planning, Monitoring, Evaluation and Learning coordinator, at renee.bouhuijs@wemos.org.

The Make Way Programme Coordination Unit, in consultation with the ETE Reference Group, will review the applications. We expect a first round of interviews to be held towards the end of November 2024. A second round of interviews may be held in the beginning of December 2024. The successful candidate is expected to start the assignment at the beginning of January 2025.

ANNEXES

ANNEX 1 - EXTERNAL FACTORS AND ASSUMPTIONS OF OUR TOC

External factors that may influence our programme and reaching our outcomes are:
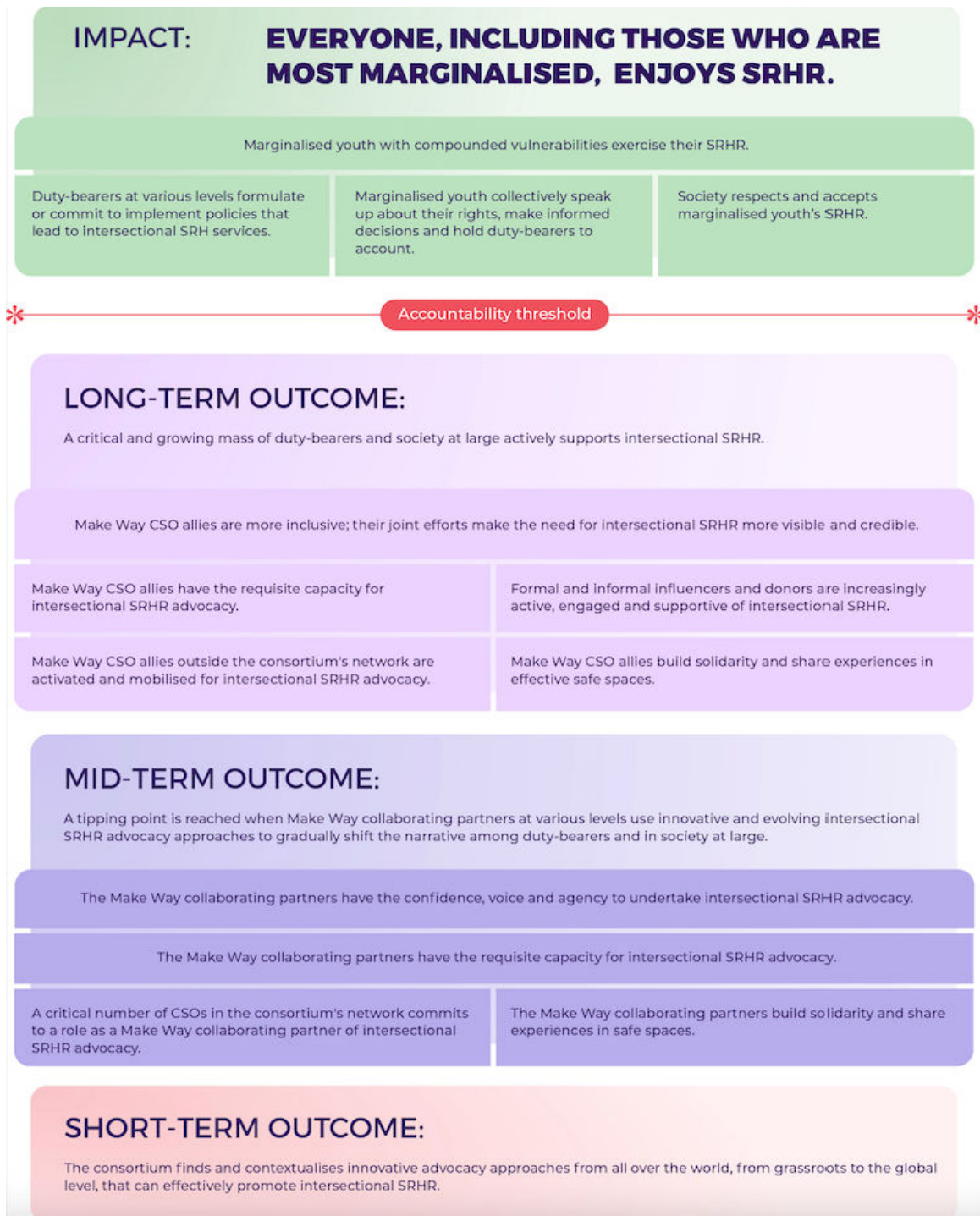- The interest in intersectional SRHR, and willingness and capacity of civil society organisations, and other stakeholders, in our programme contexts to address issues that go beyond specific single identities
- The perceived likelihood by collaborating partners that organisational goals and objectives can be (better) reached, by engaging in the Make Way programme
- The safety and usefulness of safe spaces for addressing issues at stake for marginalised youth that experience multiple compounding vulnerabilities, and for building movements to advocate for improvements of the issues discussed
- The civic space that is open enough for youth and other organised (formal/informal) groups engaged with the programme, to speak up about their issues and advocate for improvements of their SRHR, and to engage with duty-bearers

However, we assume the following related to the functioning and effectiveness of our programme. Note that these are the main overall assumptions of the programme. A complete list of assumptions can be obtained upon request.
- » Intersectional SRHR advocacy approaches are needed because current L&A interventions do not sufficiently address the importance of intersectionality in reaching SRHR for all
- » There is a demand from marginalised youth with compounded vulnerabilities (represented by and organised in civil society) for better practices to claim their SRHR
- » Intersectional SRHR is a concern to all the collaborating partners (CPs) and they are willing to address issues beyond their own specific identities
- » Safe spaces are critical for movement building; where the diversity of people within a movement go to for solidarity, re-energising, further values clarification and validation of ideas/issues on the margins, and collective strategizing; and enough safe spaces are available or can be (re)activated
- » The CPs have as ambition to independently initiate and follow through on lobby initiatives and are willing to increasingly engage marginalised youth in their actions
- » CPs will gradually become more confident to express and defend their opinions and positions as their knowledge of the topic and the context increases, and as they gain experience
- » The civic space in the contexts starts to open up to allow for intersectional SRHR advocacy
- » CPs are capable of persuading the (CSO) allies that intersectional SRHR advocacy is relevant, credible, legitimate and applicable in their contexts
- » The potential (CSO) allies are receptive to the concept of intersectionality in SRHR advocacy; the staff within these CSOs are supported by their management to dedicate time and efforts to engage with the early adopters and consortium on and learn more about intersectionality
- » The (CSO) allies feel safe enough to participate in discussions on intersectional SRHR and experience safety in groups/numbers, and they are more likely to successfully go through the first two steps of decision-making
- » CPs are willing and capable of strengthening the capacity of (CSO) allies

» CPs and CSO allies have created enough momentum to capture sustained attention from influencers and donors for the topic of intersectional SRHR

» Influencers, if properly informed, have a positive effect on agenda- and norm-setting

» (CSO) allies have the ambition to independently initiate and follow through on lobby initiatives

ANNEX 2 - VISUAL OF THE MAKE WAY THEORY OF CHANGE

IMPACT: **EVERYONE, INCLUDING THOSE WHO ARE MOST MARGINALISED, ENJOYS SRHR.**

Marginalised youth with compounded vulnerabilities exercise their SRHR.

Duty-bearers at various levels formulate or commit to implement policies that lead to intersectional SRH services.

Marginalised youth collectively speak up about their rights, make informed decisions and hold duty-bearers to account.

Society respects and accepts marginalised youth's SRHR.

Accountability threshold

LONG-TERM OUTCOME:

A critical and growing mass of duty-bearers and society at large actively supports intersectional SRHR.

Make Way CSO allies are more inclusive; their joint efforts make the need for intersectional SRHR more visible and credible.

Make Way CSO allies have the requisite capacity for intersectional SRHR advocacy.

Formal and informal influencers and donors are increasingly active, engaged and supportive of intersectional SRHR.

Make Way CSO allies outside the consortium's network are activated and mobilised for intersectional SRHR advocacy.

Make Way CSO allies build solidarity and share experiences in effective safe spaces.

MID-TERM OUTCOME:

A tipping point is reached when Make Way collaborating partners at various levels use innovative and evolving intersectional SRHR advocacy approaches to gradually shift the narrative among duty-bearers and in society at large.

The Make Way collaborating partners have the confidence, voice and agency to undertake intersectional SRHR advocacy.

The Make Way collaborating partners have the requisite capacity for intersectional SRHR advocacy.

A critical number of CSOs in the consortium's network commits to a role as a Make Way collaborating partner of intersectional SRHR advocacy.

The Make Way collaborating partners build solidarity and share experiences in safe spaces.

SHORT-TERM OUTCOME:

The consortium finds and contextualises innovative advocacy approaches from all over the world, from grassroots to the global level, that can effectively promote intersectional SRHR.

ANNEX 3 - GEOGRAPHIC SCOPE IN THE SIX MAKE WAY IMPLEMENTATION CONTEXTS

Ethiopia
Make Way Ethiopia implements in the Oromia and Addis Ababa regions.

Kenya
Make Way Kenya implements in the following six counties: Kilifi, Kisumu, Makueni, Nakuru, Nairobi, and Siaya.

Rwanda
Make Way Rwanda implements in the Eastern, Western and City of Kigali provinces.

Uganda
Make Way Uganda implements in 16 districts; Kalangala, Adjumani, Amuru, Oyam, Mubende, Masaka, Kyegegwa, Luwero, Bukwo, Mayuge, Busia, Mukono, Kasese, Buikwe, Mpigi, Jinja, and Kampala.

Zambia
Make Way Zambia implements at the national level; in the North-Western province, Copperbelt province, Lusaka province, Southern province, Luapula province, Eastern province; and in a number of specific districts: Chongwe district (Lusaka province), Kafue town (Lusaka province), Petauke town (Eastern province), and Mazabuka town/district (Southern province).

Regional and global
Make Way Regional-Global context implements at regional level (East and Southern Africa) and at global level. As part of the global level, we are also implementing in the Netherlands, as an entry point for global advocacy. Where needed, regional and global activities are coordinated with country-specific activities.

ANNEX 4 - OVERVIEW OF INDICATORS TO BE MEASURED IN THE ETE

The matrix below includes the Make Way programme level indicators to be included in the ETE. In the table, it is specified what data is collected by the programme and what collection needs to be done in the ETE. Note that we would like to discuss together with the consultants whether there are possibilities to evaluate some result areas by making use of the data collected in the mid-term review, as opposed to collecting new data collection for each result area.

Each implementation context has its own ToC and results framework. The indicators are contextualised to suit the ToC and the environment in which the programme is implemented. The build-up of the contextualised ToCs and results frameworks are following the build-up of the overall programme ToC. Indicators from the context-specific results frameworks that are linked with MFA thematic indicators are feeding the overall programme level indicators that are linked with MFA's indicators.

Due to the contextualisation of the indicators, the indicator definitions and the (scope of the) information that is collected varies from context to context. Equally, it differs per implementation context what the intended results are that will have been achieved by the end of the programme. The context-specific outcomes, and accompanying indicators and definitions will be guiding for the information to be collected in the ETE.

In the table below, indicators in green are the ones that not linked with MFA thematic indicators. However, these indicators are key for the Make Way ToC and therefore we will include these in this ETE. For evaluating these indicators, it will be possible to do so in a sample of the implementation contexts.

Note that in addition, there may be an interest from the implementation contexts to include context-specific indicators – not included in the table below – in the ETE. If this is the case, the specific indicators of interest and the feasibility of including those in the evaluation, will need to be discussed together with the CCGs concerned and the commissioner during inception.

Level, outcome & indicator	Quantitative and qualitative info collected	Data collected by programme	Data collection in ETE
Impact			
MT I 2: Policies, laws and international agreements for sustainable inclusive development, that impact intersectional SRHR, are in place			
SRHR indicator H: Changes in (inter)national policies, laws and agreements, leading to a decrease of barriers to SRH services	Quantitative: # of laws blocked, adopted, improved leading to decrease of barriers to SRH services	First quantitative data collected at mid-term	No approach proposed yet.
	Qualitative: description of the changes and contribution of the programme		
SRHR indicator Result Area 1: # of youth using SRH services	Quantitative: # of youth (female/male/other/gender not specified) using SRH services	No data available yet	This is an impact level indicator; to be measured during end evaluation.
	Qualitative: description/definition of the youth's age range, description of the services included in the measurement		No approach proposed yet.
MT I 1: Marginalised youth participate effectively in policy-making and decision-making bodies			

SRHR indicator A: # of youth who participate in policy and decision-making bodies and who perceive their participation as meaningful	Quantitative: the number of youths that participate in policy and decision-making processes and bodies, at different levels, who experience that participation to be meaningful.	Firs data collected in 2022 and 2023, for Uganda only. More data expected from other contexts in 2024.	No approach proposed yet.
	Qualitative: description of the youth's age range, description of the decision-making processes/bodies the youths participated in.		
Outcome			
LT O: A critical and growing mass of duty-bearers and society at large actively supports intersectional SRHR			
LT O A: # of times agenda setting and influencing the debate related to SRHR and intersectionality, raised by CSOs, takes place among duty bearers, donors or other key stakeholders	Quantitative: the number of times that agenda setting, and/or influencing the debate – related to SRHR and intersectionality – by CSOs, takes place among duty bearers	First data collected at mid-term	No approach proposed yet.
	Qualitative: explanation on how CSOs were able to / what role CSOs played in creating space for their demands and positions among duty bearers (can be agenda setting, strategy content, meaningful civil society contributions, etc.).		
LT O B: Society at large and duty-bearers have shifted their narrative for intersectional SRHR	Quantitative: the number and type of stakeholders that have shifted their narrative for intersectional SRHR	No data available yet	No approach proposed yet. Most contexts will have indicators linked to this overarching one.
	Qualitative: description of the way(s) in which the narrative were changed/shifted, and what this looked like. And, a description of how the stakeholders have (decided to) implement(ed) their actions.		
LT SO 5: Make Way CSO allies are more inclusive; their joint efforts make the need for intersectional SRHR more visible and credible			
LT SO 5.1: # of CSOs that have become more inclusive	Quantitative: the number of CSO allies involved in the programme that have become more inclusive in their advocacy work and/or programming	First data collected in 2023	Monitoring included in the context-specific results frameworks. Validation of these data and analysis of what 'more inclusive' means in the different contexts and among the different CSOs.
	Qualitative: descriptions of what 'more inclusive' means across the contexts; explanation of how CSOs have become more inclusive in their approaches to programme development and implementation		
LT SO 5.2: # of joint intersectional SRHR advocacy initiatives implemented by Make Way CSO allies	Quantitative: the number of advocacy initiatives implemented by CSO allies, based on advocacy plans, together with other organisation(s)	First data collected in 2023	Monitoring included in the context-specific results frameworks. Validation of these data, and option to use the implemented advocacy initiatives to establish 'critical pathways'?
	Qualitative: descriptions of the initiatives carried out, whether the initiatives were implemented as planned or adjusted, how the initiatives contributed to the advocacy objective(s)/change envisioned, if any follow-up actions are required		
LT SO 3: Make Way CSO allies have the requisite capacity for intersectional SRHR advocacy			
LT SO 3.1: # of Make Way CSO allies with increased advocacy capacities for intersectional SRHR	Quantitative: the number of either youth-led or not youth-or-women-led collaborating partners with increased L&A capacities, in order to implement intersectional advocacy approaches to SRHR	First data collected in 2023	No approach proposed yet. The extent to which capacities of CSO allies were strengthened and how this was done, will differ per context.
	Qualitative: descriptions and explanations of the capacities that were developed, how the CSOs worked on developing their capacities, how the capacities were assessed, what other capacity strengthening activities are planned for the CSOs (if applicable)		
LT SO 2: Make Way allies build solidarity and base their advocacy on experiences shared in safe spaces			

LT SO 2.1: Descriptions of shared experiences	Qualitative: examples of shared experiences in safe spaces. Key aspects of these examples should be related to: (1) the level of inclusion and diversity in the safe spaces, and (2) the ability to discuss sensitive topics in the collaboration between consortium partners, collaborating partners and youth panels, and (3) in what way(s) sharing of experiences have strengthened the actions and/or capacity of allies.	First data collected in 2023	No approach proposed yet. Most contexts will have an/some indicators linked to this overarching one.
LT SO 1: Make Way allies outside the consortium's network are activated and mobilised for intersectional SRHR advocacy			
LT SO 1.1: # of activities organised by the Make Way collaborating partners to activate and mobilise the Make Way allies	Quantitative: the number and type of activities organised by the Make Way collaborating partners in order to reach and mobilise a broader group of allies, to understand better how the 'snowballing' of the intersectional approach of Make Way has worked	First data collected in 2023	No approach proposed yet. Most contexts will have an/some indicators linked to this overarching one.
MT SO 4: The Make Way collaborating partners have the confidence, voice and agency to undertake intersectional SRHR advocacy			
MT SO 4.1: # of advocacy initiatives initiated by Make Way collaborating partners, with others	Quantitative: the number of advocacy initiatives carried out by collaborating partners, with other organisations or groups of their constituency/membership	First data collected at mid-term	No approach proposed yet. Monitoring included in the context-specific results frameworks. Discuss how this indicator will be assessed in ETE, especially taking into account the MTR.
	Qualitative: descriptions of the initiatives carried out, whether the initiatives were implemented as planned or adjusted, how the initiatives contributed to the advocacy objective(s)/change envisioned, if any follow-up actions are required		
MT SO 4.2: # of CSOs that have become more inclusive	Quantitative: the number of collaborating partners involved in the programme that have become more inclusive in their advocacy work and/or programming	First data collected in 2022	No approach proposed yet. Monitoring included in the context-specific results frameworks. Discuss how this indicator will be assessed in ETE, especially taking into account the MTR.
	Qualitative: descriptions of what 'more inclusive' means across the contexts; explanation of how CSOs have become more inclusive in their approaches to programme development and implementation		
MT SO 3: The Make Way collaborating partners have the requisite capacity for intersectional SRHR advocacy			
MT SO 3.1: # of Make Way collaborating partners with increased advocacy capacities	Quantitative: the number of either youth-led or not youth-or-women-led collaborating partners with increased L&A capacities, in order to implement intersectional advocacy approaches to SRHR	First data collected in 2022	No approach proposed yet. Monitoring included in the context-specific results frameworks. Discuss how this indicator will be assessed in ETE, especially taking into account the MTR.
	Qualitative: descriptions and explanations of the capacities that were developed, how the CSOs worked on developing their capacities, how the capacities were assessed, what other capacity strengthening activities are planned for the CSOs (if applicable)		

ANNEX 5 – SECTIONS OF ONLINE APPLICATION FORM FOR ETE PROPOSALS

Administrative section
- First name of (lead) applicant
- Family/last name of (lead) applicant
- Name of organisation/company/affiliation
- Country of residence
- Mobile/WhatsApp number
- Email address
- Registration number at Chamber of Commerce
- Total budget requested

Proposal section
1. Motivation for taking on this project, including an explanation of the track record of the consultancy team in evaluating complex (development) programmes on lobby and advocacy, SRHR or similar topics.

2. Title of proposal

3. Abstract of proposal

4. a. Proposed methodology, including the following:
   Describe the methodology and explain how the approach taken will provide answers to each of the evaluation questions.
   In question 8 of the form, provide a timeline for the suggested approach including key milestones. This includes any foreseen country visits, in-person meetings with programme staff in-country, etc.
   Provide information on what support or resources from the Make Way programme would be needed to ensure successful implementation of the evaluation.

   b. Proposed methodology, including the following:
   Elaborate on how elements of participatory evaluation methods and intersectional thinking will be integrated in the proposed approach.

5. List of deliverables.

6. Evaluation team and local researchers/numerators: describe the background of each member of the team and their role in this evaluation project; describe if and how you work with consultants/researchers/enumerators in-country; provide an overview of the proposed team of in-country consultants or how these will be appointed; and provide CVs in annex (see question 13).

7. Suitability: explain your track record and why your team is suited for this evaluation project; what do you bring to the table that is creative, crucial, unique and/or special.

8. Timeline: show process, deadlines and deliverables.

9. Budget: provide a detailed budget, breaking down rates per hour and the number of hours for each person, travel costs—air fare, per diem, accommodation, costs of FGDs for ex. Including transcription, venue, transport to venue, refreshments provided, translation of tools in local languages, etc.

10. Cost efficiency: explain how your evaluation project is economical.

11. CO_2 emissions: explain how your evaluation project seeks to minimise emissions.

12. Statement of independence, signed by the lead applicant and collaborating consultant. To explicitly declare that any and all consultants brought on to the project have not been involved in the design or the implementation of the programme; that they are not or have not been affiliated with one of the consortium organisations during the design or implementation of the programme; and that they have not worked for the Ministry of Foreign Affairs in the past nor have been involved in the development of the policy framework that is guiding the Make Way programme.

13. Attach relevant CVs.

14. Sample of writing (for similar project): Ensure that this is a piece of work that is relevant for the Make Way end-term evaluation, and make sure that it is clear from the document that you / your consultancy firm were leading the assignment.

15. Contact information of at least two references.