

# Terms of Reference for the Final Term Evaluation of She Leads

## Introduction

### Context of the programme

She Leads is a five-year strategic partnership (2021-2025) between Plan International, Defence for Children – ECPAT (DCI-ECPAT), African Women's Development and Communication Network (FEMNET), and Terre des Hommes (TdH). The programme aims to increase the sustained influence of girls and young women (GYW) on decision-making and the transformation of gender norms in formal and informal institutions. Ultimately, the goal is that GYW perspectives are included in gender-responsive laws and policies and societal norms and practices.

She Leads is implemented in Ethiopia, Ghana, Jordan, Kenya, Lebanon, Liberia, Mali, Sierra Leone and Uganda. In addition, there are 2 regional programmes, Pan Africa Regional, Middle East and North Africa (MENA) Regional, and 1 international network, the Global Advocacy Network (GAN).

The programme addresses several challenges regarding the role of GYW on decision-making and the transformation of gender norms in formal and informal institutions. Despite the fact that girls and young women's rights to participate in decision-making is enshrined in international agreements and many national legislations, they continue to experience lower levels of socio-political participation than boys and young men. This applies to the more formal modalities of political participation (voting in elections, running as political candidates, elected as member of representative bodies) as well as to the more informal socio-political modalities like membership of a civil society organisation, participation in community bodies and leadership positions and other forms of socio-political engagement (petitioning, contacts with political representatives, etc.). As a result of their lower socio-political participation, perspectives and interests of GYW are neglected by decision-makers in politics and society. Adopted laws and public policies hence contribute to widening the already existing gender inequality.

The problem has been determined to be caused by several factors. Discriminatory gender and age-related social norms deny and restrict civic space for GYW, limiting their rights to move freely, voice their opinions and engage in public life. These norms are reinforced by schools, the media and traditional and religious authorities. They affect all GYW but raise even greater obstacles for GYW who because of intersecting identities are already excluded and discriminated against. GYW who challenge these traditional norms evoke hostility from other actors in their environment, resulting in stigma, shaming and risks of gender-based violence.

The socio-cultural resistance against GYW leadership and participation has grown over the past years. It is matched by a political response from conservative, right-wing, authoritarian regimes which increasingly shut down existing mechanisms for civic participation and infringe on the core rights of

citizens to express their opinions, assemble and associate. In conflict and humanitarian contexts, critical civic actors risk additional security threats as easy targets of militarized and extremist forces.

In these hostile political environments, initiatives and organizations led by young people (and particularly the ones predominantly led by GYW) face huge challenges. These organizations are often small and informal and by their nature subject to a constant process of change (of entry and exit of members). They experience difficulties in accessing funding from national and international donors which often come with cumbersome bureaucratic requirements. The more established, adult-led CSO have agendas and structures not responsive to GYW's needs and perspectives. Opportunities for GYW to participate in CSO structures as well as in international advocacy spaces are scarce. Bigger (I)NGOs often occupy policy spaces, crowding out the organizations led by GYW.

In all She Leads countries, girls and young women, particularly GYW from socially excluded and exploited groups, are denied the opportunity to voice their interests and to participate meaningfully in decision-making processes. While many countries have made impressive strides in, for example, GYW's access to education and the introduction of new laws against GBV, their socio-political participation continues to be much lower than that of boys and young men. Within the population of girls and young women (between age 14 till 24 years of age), there are specific groups of GYW in She Leads countries who suffer most from (intersectional) discrimination and exclusion. These include:

- GYW living in poor, remote rural areas and urban slums
- GYW experiencing gender-based violence (particularly girls who have married early)
- GYW with disabilities
- GYW who are out of school (including teenage mothers)
- Refugee and internally displaced GYW
- GYW from sexual minority groups

## Description of intervention logic

Consultations with GYW and in-country consortium members have affirmed three main root causes of their political exclusion: (1) deeply rooted discriminatory gender norms, (2) exclusive and untransparent political institutions and processes and (3) the absence of a free, open and gender-responsive civic space (online and offline). This means that in order to contribute to the realization of its strategic objective, She Leads aims to achieve three outcomes, located in three different domains:

1. The **social-cultural domain**: This pathway works towards increased acceptance of positive gender norms. The key strategies used by networks include community mobilization, lobbying, and working with role models. The key stakeholders targeted are influential religious and traditional leaders, boys and young men champions, and media. Intermediate outcomes in the socio-cultural domain vary between countries but are mostly related to the increased visibility of active gender and age role models, the emergence of new positive narratives in the media on young women's participation and leadership and the increased number of influential leaders who publicly question current social norms. Also, the adoption of more gender responsive bylaws by traditional and religious authorities (or the removal or blocking of discriminatory bylaws) is an expected outcome of the She Leads interventions in this domain.
2. The **civil society domain**: This pathway contributes towards enhanced collective action of GYW in a gender-responsive civil society. The key strategies used by networks include capacity strengthening, movement building for GYW rights, joint learning, linking, resourcing GYW-led CSOs/groups, and networking. The key stakeholders targeted are formal and informal youth

groups with membership/leadership of GYW, and adult-led women and child rights organizations. Intermediate outcomes in the civil society domain are the strengthened capacity of CSO partners and supported GYW-led groups, their ability to expand and diversify their constituencies and the increased strength of civil society networks (social movements) led by girls and young women.

3. The **institutional domain**: This pathway contributes towards the goal that political institutions enable meaningful participation of GYW. The key strategies used by networks include lobby and advocacy, alliance building, capacity support on youth-led advocacy, evidence generation, and research. The key stakeholders targeted are national and subnational political institutions, regional and international institutions, and fora. Intermediate outcomes in the institutional domain are related to the increased voice of GYW at international institutions, the increased support for institutional reforms (facilitating meaningful youth participation, in particular of GYW) and the number of adopted (or blocked) laws and public policies on GYW's agency, participation and leadership.

By achieving the three main outcomes (related to the socio-cultural, the civil society and the institutional domain), the programme will attain its strategic objective: to increase the sustained influence of GYW on decision-making and the transformation of gender norms. Positive change in one domain is expected to generate positive spill-over effects in the other domains, as expressed in the following two assumptions:

1. Increased (meaningful) participation, representation and visible leadership of GYW in political institutions and civil society organisations will alter people's attitudes and perceptions on GYW's participation in decision-making at home, the community and local and national politics. In other words, we assume that the emergence of more young female leaders and activists in civil society and in political institutions, will trigger and challenge people's beliefs about girls and young women equally taking part in decision-making.
2. Shifts in existing gender norms (towards a less rigid gender role division) help to create a more favourable political environment for girls and young women to participate in decision-making processes.

The long-term aim (impact) of our programme is that GYW's perspectives are included in gender responsive laws and policies and societal norms and practices.

## Scope of the Final Term Evaluation

In its final year of implementation, She Leads consortium seeks to commission and externally led end evaluation. The evaluation process will be guided by the guidelines for evaluations of the Policy and Operations Evaluation Department of the MFA (IOB), and evaluation criteria of the IOB.<sup>1</sup>

## Evaluation Period

The evaluation will cover the entire duration of the She Leads programme, from its inception in January 2021 to its conclusion in 2025. This period encompasses all phases of the programme implementation and key outcomes achieved.

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<sup>1</sup> <https://www.iob-evaluatie.nl/publicaties/richtlijnen/2022/04/22/kwaliteitscriteria-evaluaties>

## Geographical Focus

The evaluation will focus on the following countries and regions where the She Leads programme is implemented:

- **Countries:** Ethiopia, Ghana, Jordan, Kenya, Lebanon, Liberia, Mali, Sierra Leone, and Uganda.
- **Regional Programmes:** Pan Africa Regional and Middle East and North Africa (MENA) Regional.
- **International Programme:** Global Advocacy Network (GAN).
- **Lobby and Advocacy Activities:** Conducted in the Netherlands.

The consultancy team is expected to conduct a preliminary analysis<sup>2</sup> for all networks and then further narrow down the geographical scope of the in-depth evaluation in the inception phase while maintaining representation of the programme.

## Objectives of the Final term Evaluation

The objective of the end term evaluation is to ensure transparency accountability responsibility towards people, communities, and organisations involved in She Leads. And fulfil the accountability requirements of the Ministry of Foreign Affairs (MFA), programme participants, and other relevant stakeholders.

The consortium also aims to gain insights on the lessons learnt and opportunities to effectively support GYW-led groups and organizations through future interventions of she Leads organizations at global, national, and local levels.

More specifically we would like to focus on:

1. Evaluating the effectiveness of the programme by investigating the She Leads Theory of Change, if and how did the programme achieve its intended results;
2. Evaluating the internal and external coherence of She Leads interventions;
3. Evaluating if and how She Leads interventions ensure the sustainability of the results achieved;
4. Determining both qualitative and quantitative measurement of a selection of indicators from the She Leads result framework;
5. Evaluating if and how the consortium has ensured and equitable partnerships and southern leadership;
6. Assessing the level and quality of meaningful youth participation, gender transformative approach, and climate in programme design, implementation and evaluation.

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<sup>2</sup> This will include the calculation of final values for the outcome indicators and the analysis of context and cross cutting themes.

## Research questions

Did She Leads contribute to the improvement of the participation of girls and young women and their influence in public decision-making processes at local, national, and international levels? If so, how and what was the contribution? If not, why not? What lessons can we draw for future programs aiming to enhance the collective action and participation of girls and young women?		
OECD DAC criteria	Objective	Research question
<b>1. Effectiveness</b>	Evaluating the effectiveness of the programme by evaluating the She Leads Theory of Change, if and how did the programme achieved its intended results  Determining both qualitative and quantitative measurement of a selection of indicators from the She Leads results framework	<b>1.1</b> What are the main interventions carried out by She Leads organizations (consortium members, partners, and supported GYW groups)? <sup>3</sup>
		<b>1.2</b> Are there visible results (at the output, outcome and strategic objective level <sup>4</sup> ) in She Leads networks? If any, to what extent do these results reflect the inclusion of GYW in all their diversity (age, socio-economic class, disability, gender identity, ethnicity, sexual orientation)?
		<b>1.3</b> What unexpected and unintended (both negative and positive) results can be observed?
		<b>1.4</b> How can the identified results (from questions 1.2 and 1.3) be credibly linked to the She Leads actions/interventions? If so, how? If not, why not?
		<b>1.5</b> Can the logic of intervention of the Theory of Change and assumptions be verified with the observed results? Is yes, how? If not, why not?
		<b>1.6</b> Have the ToCs been adjusted due to changing circumstances and insights gained during programme implementation? If So how were they adjusted? And to what extent did these adjustments contribute to the results?
<b>2. Sustainability</b>	Evaluating if and how She Leads interventions ensure the sustainability of the results achieved	<b>2.1</b> Have any measures (actions) been taken by She Leads organizations to ensure the sustainability of the results in each of the domains of the ToC? If so, what were these measures?

<sup>3</sup> Classify interventions according to the three domains of the She Leads programme: the socio-cultural domain, the civil society domain and the institutional domain. The analysis will include a mapping of who does what, where, when and for what budget (input/output). This can be done during the desk review.

<sup>4</sup> Results are situated at four levels. The first level, corresponding with the strategic objective, refers to the sustained influence exercised by GYW in formal and informal decision-making processes. The three other levels correspond with the 3 domains and the relevant basket indicators (SCS framework) entail: (1) the extent to which gender norms have changed; (2) the extent to which GYW organizations have more capacity and participation within civil society and (3) the extent to which institutional (State related) mechanisms for broader and more meaningful GYW participation have been strengthened.

		<p><b>2.2</b> How do she leads stakeholders (partners, CSOs, GYW led groups, traditional leaders, targeted institutions) assess the usefulness of these measures for the sustainability of results achieved?</p> <p><b>2.3</b> How likely is it that the results achieved by She Leads Programme may be sustained in short/long term?</p>
<b>3. Coherence</b>	Evaluating the internal and external coherence of She Leads interventions	<p><b>3.1</b> To what extent are the interventions between the different She Leads organizations (within the same country and between country, regional, and the international level) coherent?</p> <p><b>3.2</b> To what extent are the interventions of She Leads organizations aligned with the interventions of the Ministry of Foreign Affairs (embassies in She Leads countries, other MFA funded partnerships operating in she leads countries) ?</p> <p><b>3.3</b> To what extent were the interventions of She Leads organizations aligned with the interventions of key stakeholders at local, national, regional and international levels (in communities, civil society and the state)?</p>
<b>4. Localization and shifting power</b>	<p>Evaluating if and how the consortium has ensured and equitable partnerships and southern leadership;</p> <p>Assessing the level and quality of meaningful youth participation, gender transformative approach in programme design, implementation and evaluation.</p>	<p><b>4.1</b> Did the southern based She Leads organization exercise their decision making power ( in porgramme design and implementation)? If so to what extent and how? Do they consider this decision making power useful?</p> <p><b>4.2</b> Have the GYW groups been able to exercise meaningful decision-making power in She Leads design, implementation, and evaluation? If so to what extent and how? Do they consider this decision making power useful?</p>

The evaluation process shall be guided by the guidelines for evaluations of the Policy and Operations Evaluation Department of the MOFA (IOB), and the 17 evaluation criteria of the IOB. Furthermore, the evaluation conduct (evaluation methodology, data-collection and analysis), and corresponding products, will need to abide by the IOB Evaluation Quality criteria.

The criteria are organized by 3 phases, i.e., Phase I - Terms of Reference, Phase II - Elaborated methodology, and Phase III - Draft and final report. The consultant is requested to pay particular attention to the criteria in Phase II and Phase III. More details on the criteria and how they are assessed can be found here: [Kwaliteitscriteria voor evaluaties | Richtlijn | Directie Internationaal Onderzoek en Beleidsevaluatie \(IOB\) \(iob-evaluatie.nl\)](#)

Apart from the IOB evaluation quality criteria, the evaluation also has to meet the requirements of effectiveness and coherence from the OECD DAC Evaluation Criteria:

1. Coherence: how well does the intervention fit It informs about the compatibility of the intervention with other interventions in a country, sector or institution.

2. Effectiveness: is the intervention achieving its objectives? It is the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

More details on the criteria can be found here: [Evaluation Criteria | OECD](#).

Finally, the End Term Evaluation (ETE) provides progress information on indicators within the results areas of the overall Theory of Change (ToC). The evaluation will identify which pathways of the Theory of Change (ToC) worked as expected, where assumptions held true, if and where course corrections were done and if they were useful. Several outcome and output level indicators of the She Leads programme are linked with the basket indicators of MFA's Strengthening Civil Society grant framework. More details about the indicator framework are available here: <https://helpdesk-opendata-minbuza.nl/guidelines-for-partnerships-strengthening-civil-society/>.

## Methodology

The focus of the evaluation is to map the process of how change occurred, and which internal (programme interventions) and external (contextual) factors contributed to it.

The (team of) consultant(s) is requested to propose mix of quantitative and qualitative methods that meet the quality requirements of the above-mentioned criteria set out by OECD and IOB, while also incorporating a MYIP and gender transformative lens. The methodology needs to be robust and needs to investigate whether causal- and/or other relationships can be identified between She Leads interventions and reported results She Leads interventions and the results. How the context and external factors to the programme influenced the results should also be considered. We would like to know what works, for whom and under what circumstances. We would like the methods used to meaningfully engage the core constituency of She Leads, Girls and young women. We expect the analysis to be guided by a gender and youth lens and climate as a crosscutting theme

Key strategies used in She Leads are capacity strengthening support, movement and network support, lobby and advocacy at local, national and international level, engaging boys and young men and media advocacy. Specific methods to evaluate the enabling and disabling factors for these strategies would be an advantage. The methodology can be further elaborated in the inception phase.

It is expected that this evaluation results will be based on solid primary data collected by the consultancy team. The evaluation team can make use of existing monitoring data, annual plans and reports, and the baseline and mid-term reports. The programme includes outcome harvesting as monitoring tool. Where possible and applicable this information may also be used to triangulate findings.

## Sample

The sampling strategy should consider the geographical, political, economic and social diversity of She Leads networks to ensure that the sample is as representative as possible. A special attention to inclusion of GYW in all their diversity is advised. There should be a reasonable balance between the quantitative and qualitative methods. Sufficient independent data sources/informants need to be included to ensure robustness. Finally, the sampling strategy should adhere to the [IOB Evaluation Criteria](#).

## Data collection

The data collection needs to happen in the second half ( beginning of Q3) of 2025. This will ensure that maximum of programme implementation period is included in the evaluation.

## Analysis, feedback and sense-making

The analysis and sense-making of the information will happen after the data collection. The consultant is expected to analyse the collected data and bring together results and learnings from each method. It is also expected that the results from different sources will be triangulated . The sense-making will involve (online) workshops/webinars with programme staff across networks to improve shared understanding, sharpen findings and validate results.

The draft and final reports must undergo a structured feedback process. The consultant will present findings to the consortium and stakeholders, allowing for iterative revisions based on feedback. The consultant is responsible for consolidating feedback into the final report and ensuring the quality of deliverables in line with IOB and OECD-DAC criteria.

## Reporting

The consultant is required to develop a synthesis report (approximately 50 pages) and additional country specific chapters or reports (about 10 pages for each country). See attached suggested outline of the report.

## Roles and responsibilities

### ***Lead Consultant***

The lead consultant/consultancy team is responsible for the development and adaptation of data collection tools, data collection, analysis and reporting writing. When developing the tools for data collection the evaluator(s) shall aim to use child friendly, age-appropriate approaches where relevant. The consultant shall organise an inception/kick-off meeting with the country or regional Network before commencement of primary data collection. After which, a debriefing and discussion of initial findings with the Networks is expected.

If it is foreseen that regional/in-country consultants will be hired to execute the in-country research. In this case, contract management will be placed with the lead consultant. The lead consultant will remain responsible for the functioning and quality of the work of a sub-contractor throughout the whole evaluation process. The set-up of the evaluation team including sub-contractors will have to be explained in the proposal.

### ***She Leads Desk***

The She Leads desk will be the primary point of contact for the consultant during the evaluation process. Approval of the inception report and feedback to the draft report shall be given by the consortium members Plan International Netherlands, African women’s development and communication network (FEMNET), Terre des Hommes Netherlands, and Defence for Children-ECPAT Netherlands, and a coordinated response shall be prepared by the She Leads Desk. The Desk shall further consult the Ministry of Foreign Affairs/IOB at the necessary moments, for input and approvals. In addition, the advice and feedback from the She Leads Reference Group shall be included. The Desk and Global Steering Committee are committed to take the learning from the end evaluation forward in-country and shall ensure in-country dissemination of evaluation results. The exact approach will be worked out within the coming months.

### ***Reference Group***



She Leads has established a Reference Group for this evaluation, which has an advisory role towards the She Leads Desk and Global Steering Committee and the consultants during the development and implementation of the end evaluation. Members provide their independent advice in order to contribute to the quality of the evaluation report, to guarantee adherence to the guidelines of the IOB and other points of attention of the MFA for the final evaluation of power of voices programmes, and to ensure independence of the evaluation process.

### **Country and Regional Network Teams**

Where necessary, the regional or in-country Network Teams will participate and support the consultant during the evaluation visits.

## **Users of the Final Term Evaluation**

The Dutch Ministry of Foreign Affairs will use the evaluation to share the achievements on the Power of Voices Framework to the Dutch parliament and other external stakeholders.

The evaluation will be used by the She Leads consortium to reflect on programme achievements, generate knowledge, to learn and document lessons for replicating good practices, use findings to inform future programmes and demonstrate accountability for the funding received towards the Dutch Ministry of Foreign Affairs.

## **Phases of the Final term Evaluation**

### ***Inception phase***

- Review of documentation: Proposal, baseline report, Mid Term Review, annual reports, annual plans, outcome harvesting lists 2021-2025, scoping study and other relevant documents.
- Further operationalization of the ToR by the lead consultancy into research methodologies,<sup>5</sup> planning of processes of data collection, analysis and reporting (incl. deadlines) in collaboration with the She Leads consortium, <sup>6</sup> resulting in a final inception report.
- Presentation of the proposed set-up for the ETE for the She Leads Global Steering Committee, for input and feedback.

### ***Desk study***

- Analysis of the context in which the She Leads programme has operated incl. changes in civic space, political, economic and environmental, and technological aspects.
- Qualitative and quantitative analysis of available outcome harvesting data of period 2021-mid 2025.
- Analysis of ToC of the selected programme components and assessment of progress towards planned 2025 outcomes based on outcome harvesting data<sup>7</sup>.

### ***Data collection in-country***

- Collection of data within countries, including substantiation of outcomes (primary and secondary data)
- Validate (draft) country results with consortium partners and presentation of (preliminary) evaluation results

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<sup>5</sup> Research methodologies must be in line with the relevant requirements for the Strengthening civil society framework by the Dutch Ministry of Foreign Affairs.

<sup>6</sup> First contact for the (lead) consultants with She Leads will be the She Leads Desk. The Desk will coordinate with relevant groups and persons in the alliance (Steering Committee, network Teams etc.), direct contacts may be established where efficient.

<sup>7</sup> Outcome harvesting data is to be complemented with data from the primary data collection.

- Consolidation of country data

### **Reporting**

- Development of (draft) evaluation report and in-person feedback round on the draft report with the Global Steering Committee.
- Sense-making meeting on the findings and recommendations (Online) with the 12 networks.
- Presentation of findings and recommendations of the FTE to the She Leads consortium, other interested parties.
- Youth friendly Summaries per network of the evaluation

## **Ethics and Child Safeguarding**

She Leads is committed to ensuring that the rights of those participating in data collection or analysis are respected and protected, and to act in accordance with Plan International’s Child and Youth Safeguarding Policy which is the core policy guiding She Leads safeguarding procedures. All applicants should include details in their proposal on how they will ensure ethics and child protection in the data collection process. Specifically, the consultant(s) shall explain how appropriate, safe, non-discriminatory participation of all stakeholders will be ensured and how special attention will be paid to the needs of children and other vulnerable groups. The consultant(s) shall also explain how confidentiality and anonymity of participants will be guaranteed.

Ethical and child protection issues need to be taken into consideration by the researcher when carrying out the evaluation. A meeting will take place with country steering committees to know in detail the organizational values, the Child Safeguarding policy and the expected behaviour by the consultancy team before, during and after the fieldwork.

All staff working with children and/or youth throughout the evaluation should, where possible, provide an expanded police certificate of good conduct. The consultant(s) will have to sign Plan International’s Child and Safeguarding Policy before commencement of the assignment.

## **Deliverables and Time Schedule**

The consultant is expected to deliver:

**An inception report** (max 20 pages) containing the following elements:

- A brief literature review ( internal) and external literature related to context, organizational development, and capacity development for lobby and advocacy.
- Updated evaluation questions (if needed), based on literature review and interviews
- Updated timeline;
- Evaluation matrix and detailed workplan
- detailed description of methodology;
- Limitations (including possible biases due to methodology) and management/mitigation strategies
- ethical considerations;
- consent forms for any primary data collection;
- (draft) methods for data analysis;
- draft data collection tools;

**A draft and final evaluation report** (max 50 pages, annexes excluded) including:

- executive summary (up to 4 pages),
- Description of methods and evaluation approach, limitations (including possible biases due to methodology) and management/mitigation strategies
- Key evidence and analysis per research question
- Quantitative values and qualitative explanation for basket outcome indicators for all twelve programme components
- Conclusions and lessons learnt ,
- recommendations.

The inception phase is anticipated to commence in March/April 2025 and the final evaluation report is to be completed no later than February 2026. The field work (in the selected programme countries) is expected to take place between July and October 2025.

Main deliverables	Date
Submission of Inception Report	15 May 2025
In-country Data Collection	July -October 2025
Submission of Draft Report	November 2025
Submission of Final Report	February 2026

## Financial information

The maximum budget available is €200.000. The Evaluator’s proposal should include a detailed breakdown including number of working days, consultant fees, travel costs, VAT/taxes, etc. Payments will be based on formal approval of the deliverables by the consortium and the reference group as per the schedule above. All costs proposals should be made in Euros.

## Qualification and skills of the evaluator/s

The evaluator(s) are expected to meet the following qualifications:

- Degree or Masters qualification or equivalent experience in a relevant subject.
- Proven experience of conducting similar evaluations, including with funding frameworks from the Dutch Ministry of Foreign Affairs and IOB requirements
- Proficiency in qualitative and quantitative methods of data collection and analysis
- Experience in conducting participatory research and evaluation
- Experience in the use of Contribution analysis, including analysis of outcome harvesting data
- Experiences on She Leads issues such as girl-led and/or youth led movement building, lobby and advocacy, capacity building as well as awareness on gender equality, girls and young women’s rights, child protection and/or child rights issues.
- Experience in using gender and youth participation, climate lens in analysis
- Excellent report writing and analytical skills, including proven ability to form concise, actionable recommendations
- Fluency in English. Knowledge of French and Arabic is an advantage.
- Please note: Police Certificates of Good Conduct (in Dutch: VOG) of consultants and/or staff involved in the evaluation will have to be submitted before signing the consultancy agreement.

## Application and selection process

Interested applicants should provide a proposal covering the following aspects:

- Detailed response to the TOR

- Proposed methodology
- Ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies
- Proposed timelines
- CVs of team members
- Example of previous work
- Detailed budget, including rates, expenses, taxes etc.

The complete proposals should be submitted to [himani.pathak@planinternational.nl](mailto:himani.pathak@planinternational.nl) and [jos.van.heijningen@planinternational.nl](mailto:jos.van.heijningen@planinternational.nl) no later than 10 February 2024.

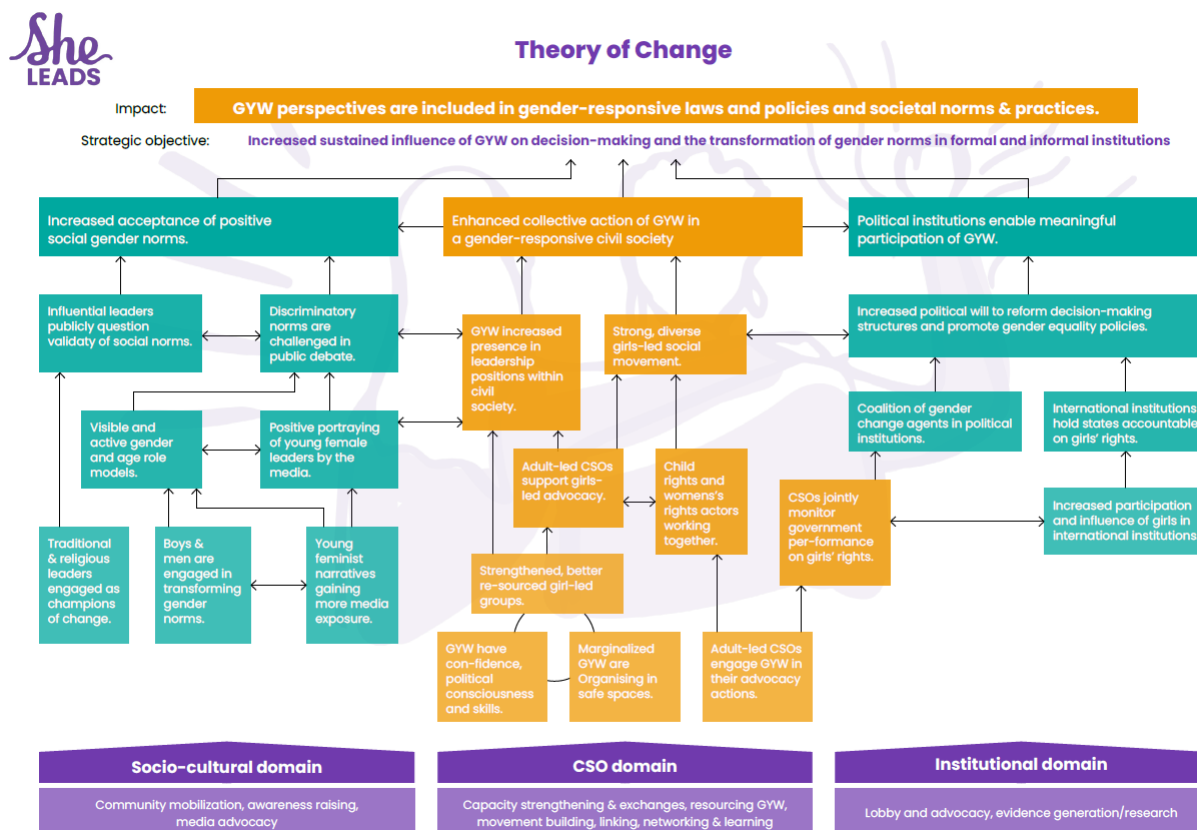
**The timeline for the selection process is as follows:**

Deadline for submission of proposals	10 February 2025
Interviews with shortlisted proposals	Week of 17 February 2025
Decision on selection	28 February 2025
Contracting and onboarding of selected consultant	March 2025
Start of evaluation	Mid-April 2025

**For further information or questions please contact** [himani.pathak@planinternational.nl](mailto:himani.pathak@planinternational.nl) and [jos.van.heijningen@planinternational.nl](mailto:jos.van.heijningen@planinternational.nl)

## Annexes

### 1. She Leads programme Theory of Change



### 2. Brief overview of She Leads Programme

Brief overview of She Leads programme (Power of Voices -WRGE)

<b>Consortium organisations</b>	<ul style="list-style-type: none"> <li>• <u>Defence for Children – ECPAT Netherlands</u></li> <li>• <u>FEMNET: The African Women’s Development and Communication Network</u></li> <li>• <u>Plan International Netherlands (Lead)</u></li> <li>• Terre des Hommes Netherlands</li> </ul>
<b>Technical partner</b>	Equal Measures 2030
<b>Geographical Area</b>	<p>Lebanon, Jordan, Ethiopia, Uganda, Kenya, Sierra Leone, Liberia, Ghana, Mali</p> <ul style="list-style-type: none"> <li>• Pan Africa regional level</li> </ul>

	<ul style="list-style-type: none"> <li>• Middle East regional level</li> <li>• Global level</li> </ul>
<b>Overall objectives</b>	<p>Impact: Girls and Young Women’s perspectives are included in gender-responsive laws and policies and societal norms &amp; practices</p> <p>Strategic objective: Increased sustained influence of GYW on decision-making and the transformation of gender norms in formal and informal institutions</p>
<b>Overall outcomes</b>	<p>The following three envisioned changes lead towards the strategic objective of the She Leads programme:</p> <p>Outcome 1: Increased acceptance of positive social gender norms</p> <p>Outcome 2: Enhanced collective action of girls &amp; young women in a gender-responsive civil society</p> <p>Outcome 3: political institutions enable meaningful participation of girls &amp; young women.</p>
<b>Overall core strategies</b>	<ul style="list-style-type: none"> <li>• Funding and resourcing of girl-led/young feminist organising, collective action and activism</li> <li>• Data-driven and evidence-based advocacy &amp; research • Catalyse growth and strength of social movements and collective action</li> <li>• Media influencing and advocacy</li> <li>• Advocating for girls’ access to regional and international institutions and human rights mechanisms</li> <li>• Capacity-strengthening support and joint learning between CSOs, girl-led groups and youth-led and young feminist organisations.</li> </ul>

3 [She Leads results framework including relevant basket indicators](#)

4 [IOB Evaluation Criteria](#).

### 5. She Leads governance structure

