

## **CALL FOR INDIVIDUAL CONSULTANTS**

### **TERMS OF REFERENCE (TOR) FOR END-OF-THE PROJECT EVALUATION - REDUCING DIGITAL GENDER GAP IN THE NIGER DELTA PROJECT**

#### **1.0 Background**

The Reducing Digital Gender Gap in the Niger Delta project is a two years' project initiated in 2023 being funded by the European Commission and implemented by SDN with focus on delivering in-demand digital skills to women, and women-led business, and promoting policy reform that will address digital gender barriers, and promote women digital inclusion in the Niger Delta

The goal of the project is to contribute to bridging the digital gender gap in employment aspirations, opportunities and outcomes in the Niger Delta by: tackling negative social norms and gender stereotypes, creating and promoting role models in the tech sector, offering opportunities for digital skills training and linking women with prospective employers, and supporting women in the process to increase employment opportunities and income. The specific objective of the action is to improve the employability of women and contribute to the growth of their businesses through increased adoption of in-demand digital skills. The action also aims to increase strategic engagements between civil society actors and key relevant stakeholders such as private sector tech companies and state government officials to secure their commitments towards the reduction of digital gender inequality in the economy. Achieved by: supporting the digital skills development of women and women owned businesses through Training and by creating an Employment Extension Service; organising Capacity Building Training for CSOs to strengthen their capacity to deliver digital skills training for women and to engage with policy makers; organising Policy Roundtables to facilitate participatory and inclusive dialogues between CSO, private and public actors to address the need to reduce the digital gender gap. participation and influence.

The overall objective is to contribute to bridging the digital gender gap in employment aspirations, opportunities and outcomes in the Niger Delta. The specific objective of the action is to improve the employability of women and contribute to the growth of their businesses through increased adoption of in-demand digital skills. The action also aims to increase strategic engagements between civil society actors and key relevant stakeholders such as private sector tech companies and state government officials to secure their commitments towards the reduction of digital gender inequality in the economy.

This project focuses on delivering three major outputs which are as listed below

1. Delivery of a digital sector gender analysis on digital gender gaps in the Niger Delta. (With focus on the four key states with focus on Rivers, Bayelsa, Delta and Akwa Ibom states.)
2. (a) 1000 women in Rivers and Akwa Ibom states (particularly women from vulnerable groups) trained on in-demand digital skills to improve their employability and increase their links to prospective employers through the provision of employment extension services b) 500 women-led micro, small and medium enterprises in Rivers and Akwa Ibom states supported to adopt digital technology and skills, such as digital marketing and book-keeping, to grow their businesses.
3. CSOs in Rivers, Bayelsa, Delta and Akwa Ibom states are strengthened to design gender-focused digital training programmes and to strategically engage with key stakeholders such as

governments, policy makers, tech and telecommunication companies commit to improve the policy environment for digital entrepreneurship and digital education for women.

## 2.0. Purpose of the Evaluation

This end of project evaluation focuses on the entire implementation period. The evaluation is forward looking and will capture effectively lessons learned and provide information on the nature, extent and where possible, the potential impact and sustainability of the project. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyse lessons learned, challenges faced, and best practices obtained during implementation which will inform future programming strategies. The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning. It will assess the performance of the project against planned results. The evaluation will assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of donor goals. The results of the evaluation will draw lessons that will inform SDN, partners, and other key stakeholders such as target State government. The evaluation will generate knowledge from the implementation of the project by the various implementing partners in collaboration with SDN and reflect on challenges; lessons learnt and propose actionable recommendations for future programming.

## 3.0. Scope and Focus of the Evaluation

This end of project evaluation will assess the effectiveness of the implementation strategy and the results. This will include the implementation modalities, roles and responsibilities of implementers including the SDN and other partners, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication, and sustainability of the programme. The evaluation will include a review of the project design and assumptions made at the beginning of the project development process. Project management including the implementation strategies; project activities; it will assess the extent to which the project results have been achieved, partnerships established, capacities built, and how cross-cutting issues of mainstreaming gender have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning. To achieve this, the evaluation will focus on the below areas.

Activity	Deliverable	Timeline
Evaluation design, methodology and detailed work plan	Inception report	4 days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	Desk review report	5 days
Field work/data collection exercise	Draft report	18 days
Data analysis, debriefing, and presentation of draft Evaluation Report		
Validation Workshop	Draft final Report	2 days
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submit to IGAD	Final Report	3 days

### 3.2. The Evaluation Questions:

The following key questions will guide the end of project evaluation:

<p>Effectiveness- (Describe the management processes and their appropriateness in supporting delivery. Is the intervention achieving its objectives?)</p>	<ul style="list-style-type: none"> <li>a. To what extent did the project achieve its overall objectives?</li> <li>b. What and how much progress has been made towards achieving the overall outputs and outcomes of the project “Reducing the digital gender gap in the Niger Delta region through in-demand digital skill training for women and women-led businesses, and strengthening digital gender policies” (including contributing factors and constraints)?</li> <li>c. To what extent were the results (impacts, outcomes, and outputs) achieved? Was the project effective in delivering desired/planned results?</li> <li>d. Were the inputs and strategies identified, and where they are realistic, appropriate, and adequate to achieve the results?</li> <li>e. To what extent did the Project’s M&amp;E mechanism contribute to meeting project results?</li> <li>f. How effective were the strategies and tools used in the implementation of the project?</li> <li>g. How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?</li> <li>h. What are the future intervention strategies and issues?</li> <li>i. Did the intervention achieve its objectives and expected results in ways that contribute to gender equality? If so, how?</li> </ul>
<p>Relevance – (Access design and focus of the project. Is the intervention doing the right things?)</p>	<ul style="list-style-type: none"> <li>a. To what extent was the project intervention responsive to the needs and priorities of stakeholders?</li> <li>b. To what extent were the stakeholder groups engaged throughout the design and implementation of the project?</li> <li>c. Did any change(s) occur during project implementation and how did the interventions adapt to the changes?</li> <li>d. To what extent was the design of the budget support programme appropriate and relevant given the political, economic, and social context of the IGAD Region?</li> <li>e. To what extent did the intervention’s design reflect the rights of persons of all genders and include feedback from a diverse range of local stakeholders including marginalised groups?</li> <li>f. Did the project interventions meet the practical and strategic needs of all genders?</li> </ul>
<p>Efficiency – (How well were resources being</p>	<ul style="list-style-type: none"> <li>a. Was the process of achieving results efficient?</li> </ul>

<p>used in project implementation? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.) –</p>	<ul style="list-style-type: none"> <li>b. Specifically, did the actual or expected results (outputs and outcomes) justify the costs incurred?</li> <li>c. Were different resources allocated in ways that considered gender equality and social inclusion? If so, how were they allocated? Was differential resource allocation appropriate?</li> <li>d. Were the resources effectively utilized? Do the investment costs per person targeted meet the differentiated needs of people of different beneficiaries?</li> <li>e. What factors contributed to implementation efficiency?</li> <li>f. Did project activities overlap and duplicate other similar interventions (funded nationally/ regionally and /or by other donors?</li> <li>g. Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? –</li> <li>h. Could a different approach have produced better results?</li> <li>i. How was the project’s collaboration with the target States’ government, CSOs, and project partners?</li> <li>j. How efficient were the management and accountability structures of the project?</li> <li>k. How did the project financial management processes and procedures affect project implementation?</li> <li>l. What are the strengths, weaknesses, opportunities, and threats of the project implementation process?</li> </ul>
<p>Coherence – (The compatibility of the intervention with other interventions in the SDN Member States and SDN as an institution. How well does the intervention fit in the overall internal and external context of SDN?)</p>	<ul style="list-style-type: none"> <li>a. To what extent is there synergy and linkages between the project and other SDN projects and programs? This includes internal coherence and external coherence.</li> <li>b. To what extent is there synergy and linkages between the project, CSO and target State government priorities</li> <li>c. To what extent are the project interventions consistent with the relevant regional, continental, and international norms and standards to which SDN and partners adhere to?</li> <li>d. Was there complementarity, harmonisation, and co-ordination with others, and to what extent did the project interventions add value to other ongoing processes while avoiding duplication of effort?</li> <li>e. To what extent are the intervention’s design, delivery and results coherent with international laws and commitments to gender equality.</li> <li>f. To what extent does the intervention support national legislation and initiatives that aim to improve gender equality and human rights? What lessons can be learned?</li> </ul>
<p>Impact (What difference does the intervention make? The extent to which the intervention has</p>	<ul style="list-style-type: none"> <li>a. Has the intervention caused a significant change in the lives of the intended beneficiaries/ target groups?</li> <li>b. How did the intervention cause higher-level effects (such as changes in norms or systems)?</li> </ul>

<p>generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.)</p>	<ul style="list-style-type: none"> <li>c. Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?</li> <li>d. Is the intervention transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?</li> <li>e. How did gender norms and barriers within the wider political, economic, religious, legislative, and socio-cultural environment impact outcomes?</li> <li>f. Is the intervention leading to other changes, including “scalable” or “replicable” results?</li> <li>g. How will the intervention contribute to changing society for the better?</li> </ul>
<p>Sustainability (Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue.)</p>	<ul style="list-style-type: none"> <li>a. To what extent are the benefits of the project likely to be sustained after the completion of this project?</li> <li>b. What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?</li> <li>c. How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?</li> <li>d. To what extent have impacts contributed to equal power relations between people of different genders and to changing of social norms and systems?</li> <li>e. Did the intervention contribute to greater gender equality within wider legal, political, economic, and social systems? If so, how and to what extent? Did it result in enduring changes to social norms that are harmful to people of all or some genders? If it did not achieve this, why not?</li> <li>f. Will the achievements in gender equality persist after the conclusion of the intervention? Have processes contributed to sustaining these benefits? Have mechanisms been set up to support the achievement of gender equality in the longer term?</li> <li>g. What are the key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?</li> <li>h. How were capacities strengthened at the individual and institutional level (including contributing factors and constraints)?</li> <li>i. Describe the main lessons that have emerged - What are the recommendations for similar support in future? (NB: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).</li> </ul>

**4.0 Methodology for Evaluation**

The End of Project evaluation will be carried out in accordance with SDN's Evaluation Norms and Standards of Evaluation and Ethical Standards as well as OECD/DAC evaluation principles and guidelines and in full compliance with the DAC Evaluation Quality Standards (206). This is a summative 5 evaluation involving qualitative and quantitative methods to evaluate the support to "Reducing the Digital Gender Gap in the Niger Delta" implementation and performance and to make recommendations for future programming.

#### **4.1. Data Collection**

The End of Project Evaluation will be carried out through a wide participation of all relevant stakeholders including the project partners (YAF, and TAF), Civil Society Organizations, as well as target State government representatives, and digital skill trainees. Field visits to selected project partners; and briefing and debriefing sessions with SDN MEAL unit is envisaged. Data collected should be disaggregated (by trainee type, and location), where possible. In order to use existing sources/information and avoid duplication, data will be mainly collected from various information sources through a desk review that will include the comprehensive desk review and analysis of relevant documents, information, data/statistics, triangulation of different studies, etc. Data will also be collected from stakeholders' key informants through interviews, discussions, consultative processes, and observations in field missions. This phase will be comprised of:

- a. Review and analysis of relevant documents including the programmatic documents & reports, the documents & reports, recent studies and research reports, developmental and social reports,
- b. Critical analysis of available data with regards to tools developed and their use.
- c. The End of Project Evaluation will benefit from and use optimally the data collected through the interviews with project beneficiaries and target groups.

#### **4.2. Basic Documents for Desk Review**

The End of Project Evaluation will take cognisance of the project proposal, inception reports, activity progress reports, quarterly and annual reports, donor reports, Logical Framework. The End of Project Evaluation should also consider the lessons learned from the project partners, and CSOs evaluation in context of

- a. Response to the regional development objectives (project relevance)
- b. Creating a common, coherent, and results-oriented strategy for future projects

#### **5.0 Expected Deliverables**

The following deliverables are expected.

1. **Inception report:** The Evaluator will prepare an inception report which details the evaluators understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that evaluator and SDN have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the

measure by which each question will be evaluated. The report will include the scope of work, work plan, and time frame. The inception report should include a proposed schedule of tasks, activities, and deliverables, with clear responsibilities for each task or product. The inception report will be discussed and agreed upon with all stakeholders.

2. **Draft Evaluation report:** The Evaluator will prepare an End of Project Evaluation Report, cognizant of the proposed format of the report and checklist used for the assessment of valuation report and the report will be submitted to SDN review and comments. SDN will distribute it to partners and select number of stakeholders for review and comments. Comments from the stakeholders will be provided within 10 days after the reception of the Draft Report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report should provide options for strategy and policy as well as recommendations.
3. **The final report (25 to 50 pages):** This will be submitted 10 days and will include comments from the validation. The content and the structure of the final analytical report with finding, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the SDN MEAL Policy and should include the following:
  - a. Executive summary (1-2 pages)
  - b. Introduction (1 page)
  - c. Description of the evaluation methodology (4 pages)
  - d. Situational analysis about the outcome, outputs, and partnership strategy (7-10 pages)
  - e. Analysis of opportunities to provide guidance for future programming (5 - 7 pages)
  - f. Key findings, including best practices and lessons learned (10 - 15 pages)
  - g. Conclusion and recommendations (4-5 pages)
  - h. Appendices: charts, terms of reference, field visits, people interviewed, documents reviewed

## 6.0. Required expertise and qualification

The Evaluator must have the following expertise and qualifications:

- a. At least a master's degree in statistics, economics, monitoring and evaluation and any other related courses.
- b. Extensive expertise, knowledge, and experience in the field of evaluation of development programmes
- c. At least 8 years of experience in working with international organizations and donors.
- d. At least 8 years' experience of programme formulation, monitoring, and evaluation.
- e. Knowledge of gender assessments for capacity development projects.
- f. Fluency in English, and
- g. Excellent written and verbal communication skills in English.

**Expected duration of contract:** 42 days.

Interested consultancy firms should send their technical and budget proposals (*in one PDF document - not more than 5 pages*), together with consultant CV to [daniel.bobmanuel@sdn.ngo](mailto:daniel.bobmanuel@sdn.ngo), copying [opara.zephaniah@sdn.ngo](mailto:opara.zephaniah@sdn.ngo) and [ifeoma.ndekwu@sdn.ngo](mailto:ifeoma.ndekwu@sdn.ngo). All applications should be received on or before 11<sup>th</sup> April, 2025.