



**FAWE** Forum for African Women Educationalists  
Forum des éducatrices africaines

## **FAWE Sierra Leone**

# **Terms of Reference for the Evaluation and Strategic Plan Development 2024-2029**

### **Background**

Forum for African Women Educationalists (FAWE) Sierra Leone chapter is a pan-African organization established in Sierra Leone in March 1995 with branches throughout the 16 districts in the country. Our target beneficiaries and constituency are primary marginalised girls and women. Our Mission is to promote gender responsive policies, practices and attitudes and foster innovations that will provide opportunities for Sierra Leonean girls and women to prosper in all realms of their lives. Our Vision: A just and inclusive society in which all Sierra Leonean girls and women have access to quality education and training to achieve their full potential. Our Goal: Is to Empower girls and women through quality education and training to give them necessary skills, competencies, and values to be productive members of their society and Our Core Values are Professionalism, Accountability, Integrity, Results oriented and Respect for Human rights.

In this strategic period, 2019-2023, FAWE have empowered girls and women in Sierra Leone with skills, values and competencies to achieve their full potentials. Over this period the organization has also remained to be a learning institution, facilitators of change processes and innovator of sustainable, gender responsive interventions. Principally, influencing policies and plans, developing strong institutional capacity, and knowledge management will continue to be the key pillars of the organization.

FAWE Sierra Leone chapter proposed interventions for 2024-2029 will be informed by past experiences, national and global trends as well as the African Union agenda. The organization will endeavor to align and build on transformation agenda of the Ministry of Basic and Senior Secondary Education Sierra Leone Education Sector Plan, The radical Inclusion Policy, the AU Agenda 2063 and Continental Education Strategy for Africa CESA 2016-2025, the Sustainable Development Goals (SDG 4 & 5).

The current Strategic Plan for the period 2019 to 2023 has been guided by five key Objectives, closely aligned with the Ministry of Education Sector Plan, FAWE African strategic focus and the Sustainable development goals.

**Strategic Objective 1:** To facilitate access to quality education and training opportunities by girls and women across Sierra Leone, in order for them to develop relevant skills to achieve their full potential in all realms of life.

**Strategic Objective 2:** To advocate for the integration of gender responsive approaches and policies in African education systems in order to inculcate skills and competencies in girls and women to enable them to contribute to and transform their societies.

**Strategic Objective 3:** To work towards a strong institutional capacity for FAWE Sierra Leone to deliver its mandate.

**Strategic Objective 4:** To build vibrant research, evidence generation and knowledge management systems within FAWE Sierra Leone network so as to inform policies, new approaches and set the pace for girls' education agenda in Sierra Leone.

The governance of FAWE-Sierra Leone is overseen by 11 Executive Members, responsible for policy-formulation and providing strategic direction for the origination. The Senior Management Team implements programs led by the National Coordinator in collaboration with line ministries and donor partners. Key implementing partners includes the Ministry of Basic and Senior Secondary Education, Civil Society Organizations, District Councils, Women's Led Community Based Organizations, Chiefdom and Traditional Authorities, Media, and Community groups, focusing on women, youth, and persons with disabilities (PWD).

The current strategic plan's programs have been funded by over 12 donor partners, including prominent organizations such as Plan Sierra Leone, Children in Crisis-UK, Banyan Tree Foundation, Beautiful World Canada, Fin Church Aid, UNICEF, Restless Development, Save the Children, Street Child-UK, Turing Foundation, Waterloo Foundation and AVSI.

Through these concerted efforts, FAWE-Sierra Leone aims to substantially impact the lives of Girls and Women, furthering progress towards the achievement of our strategic objectives and creating lasting change in the education sector.

### **Objectives of the assignment**

This assignment aims to evaluate the outcomes and impact of FAWE's Sierra Leone performance over the past five years in collaboration with individual donor partners. Internal reviews and project evaluation exercises have already confirmed significant results. Therefore, this assessment focuses on the development outcomes achieved in delivering the Strategic Plan 2019 to 2023, which will serve as a foundation for preparing the Strategic Plan 2024 to 2029. The assignment comprises several objectives:

1. Conduct an assessment of the implementation of the Strategic Plan 2019 to 2023, highlighting and describing the critical developmental changes, outcomes, and impacts realized in the lives of the beneficiaries.
2. Undertake an organizational assessment to identify FAWE's Sierra Leone Strengths, Weaknesses, Opportunities, and Threats SWOT analysis.
3. Develop a comprehensive strategic plan covering 2024 to 2029, including establishing milestones to guide the organization's future endeavors.

Through this assessment and planning process, FAWE Sierra Leone aims to build upon its accomplishments, address shortcomings, and strategize for more significant impact and positive changes in the lives of its beneficiaries and communities in the coming years.

### **Scope of Assignment**

The consultant will be responsible for the following tasks:

1. Conduct a comprehensive review of all programs and projects implemented under the previous Strategic Plan, including project proposals, implementation reports, monitoring data, end-of-project evaluations, and internal review meeting reports.
2. Review relevant national development policies and program documents during the life of the Strategic Plan, including government plans and program reports related to gender and education aimed at achieving the organization strategic focus.
3. Assess the policy environment for civil sector involvement in promoting girls and women's rights to education and training. Identify policy enablers to support the Strategic Plan 2024 to 2029 and challenges that must be addressed.
4. Collect and analyze primary data from target groups and implementing stakeholders under each Strategic Objective. This includes community-based groups, established school and community structures, women's network members, youth groups and leaders, Ministry of education officials at National and district levels and local councils.
5. Collect and analyze data from key implementing stakeholders, especially Local Councils and Departments, District Education Committees, Civil Society Consortium Partners, Traditional Authorities, members of Community Teachers Association CTA and School Management Committee SMC.
6. Review the effectiveness and relevance of organizational systems and procedures, including human resources, management, communication, monitoring, and evaluation. Assess key policy documents related to HR, M&E, communication, and board and Senior Management Team (SMT) meeting minutes, followed by interviews with their members.
7. Evaluate the strategies and effectiveness of FAWE-Sierra Leone's vision to include women in development and governance and its climate change mitigation mainstreaming approach.

The consultant must carry out these tasks diligently to provide valuable insights to inform the organization's future planning and impact.

## **Methodology**

This assignment's consultant must employ a participatory, intersectionality, and gender-sensitive evaluation framework. This approach should combine quantitative and qualitative data collection methods to ensure the findings and recommendations that inform the strategic plan are well-founded and robust.

The adoption of an Intersectionality approach in this context entails considering the complex interplay of various factors, such as gender, education, demographics, religion, economic status, women's network membership, location (rural and urban), and political context, which influenced beneficiaries' participation and ultimately shaped how the Strategic Plan impacted their lives.

To commence the assignment, the consultant will design an evaluation framework, which will undergo review and approval by FAWE-Sierra Leone management. This design should encompass an evaluation planning workshop, data collection tools, guidelines, protocols, and a validation workshop for key findings and recommendations. Additionally, the consultant will specify the data collection tool intended for quantitative and qualitative data collection and analysis.

## **Deliverables**

The assignment will yield:

1. An Outcomes and Impact Report of the Strategic Plan (SP) 2019 to 2023, which will be 25 to 30 pages long and will include:
  - i. A summary of the methodology and tools used.
  - ii. Assessing FAWE Sierra Leone's progress towards achieving strategic objectives.
  - iii. Analysis of the development outcomes achieved for each strategic direction, supported by quantitative and qualitative data.
  - iv. Identification of key strengths, weaknesses, threats, and opportunities.
  - v. Key recommendations for the Strategic Plan 2024 to 2029, including revisions to previous strategic directions and strategies for women in governance and climate change mainstreaming.
2. A Strategic Plan for the period 2024 to 2029, containing:
  - I. A national situational analysis and status update on progress and achievements related to FAWE-Sierra Leone strategic objective.
  - II. An assessment of the policy environment governing the operation of the national civil society sector.
  - III. An evaluation of FAWE-Sierra Leone, including a SWOT analysis. iv) New strategic directions with critical outputs and outcomes. v) A Monitoring, Evaluation, Accountability, and Learning (MEAL) plan and budget.

## **Mainstreaming Gender, Safeguarding Program Participants-Children & Adults**

Consultants engaged with FAWE-Sierra Leone are expected to strictly uphold the organization's core values and principles: Integrity, Service, and Accountability. In line with these values, FAWE-Sierra Leone enforces several policies, including Child Protection and Safeguarding, Code of Conduct, and Complaint & Response Mechanism (CRM).

Throughout their interactions with stakeholders and staff, consultants must remain conscious of Gender Equality and Social Inclusion (GESI) sensitivities, ensuring that all activities align with these necessary considerations. By adhering to these guidelines, consultants play a vital role in promoting a safe, inclusive, and respectful environment within the organization and its projects.

## **Commitment to Quality Work**

The consultant will follow an evidence-based approach and maintain the highest work standards to meet the agreed-upon timelines for each assignment stage. Throughout the process, clear objectives and transparent consultation procedures will be prioritized. The consultant will diligently verify all facts and figures cited in the strategic plan to ensure accuracy. Additionally, special attention will be given to the content and format of the draft plan to ensure it meets the highest standards expected for such documents. This will involve thorough editing and ensuring the information is clear and concise.

## **Qualifications/Competencies/ Experience**

FAWE-Sierra Leone is seeking the services of a qualified professional or consultancy firm with the following qualifications and skills:

1. Demonstrated experience in strategic planning and development, preferably in the context of non-governmental organizations or similar entities.
2. Strong analytical capabilities to gather, analyze, and interpret data, identifying trends, challenges, and opportunities related to gender and education issues in Sierra Leone.
3. Excellent organizational skills with the ability to prioritize tasks and work effectively with minimal supervision.
4. Practical communication skills to ensure clear and concise information sharing throughout the strategic planning process.
5. In-depth understanding of the broader social, economic, and political environment influencing the relevant sectors in Sierra Leone. Familiarity with the specific challenges and dynamics of the local context will be advantageous.
6. Proficiency in employing participatory methodologies and approaches to management and operations, including involving stakeholders and fostering inclusive decision-making processes.
7. Evidence of intersectionality research and evaluation experience and skills will be highly valued.

FAWE-SL seeks a professional or consultancy firm that can bring these qualifications and skills to the table, playing a vital role in the successful development of a comprehensive and impactful five-year strategic plan 2024-2029.

#### **Duration**

The consultancy shall be for up to one months, beginning on 18<sup>th</sup> September- 17<sup>th</sup> October, 2023.

#### **Remuneration and Method of Payment**

1. The remuneration and method of payment will be negotiated
2. The consultancy fee, travel and meetings should not exceed **Le 50,000.00**
3. The Consultant shall receive 20% of the final cost after delivery and acceptance of the work plan, 40% of the final cost after the delivery and acceptance of a satisfactory report based on the terms of reference, and 40% of the final cost after meeting all deliverable outputs
4. The payment shall be by cheque or bank transfer

#### **Penalty**

The consultant is subject to a 15% reduction of the total agreed cost once the report is submitted two weeks after the agreed timelines (without a just and reasonable mutually agreed explanation). Non-delivery of the tasks shall lead to withholding the final payment (40%) until receipt and approval of all deliverables.

#### **Application materials**

Interested parties should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. Included should be:

1. Technical approach and suggested timeline (maximum 5 pages)
2. Case studies of previous experience in strategic development planning (maximum 2 pages)
3. Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel and others)

#### **Application timeline**

Proposals should be submitted to: [recruitmenfawesl@gmail.com](mailto:recruitmenfawesl@gmail.com) with the subject line 'FAWE-SL Strategic Planning Consultancy'. CC: [jakamarafawesl@gmail.com](mailto:jakamarafawesl@gmail.com), [akmoribafawesl@gmail.com](mailto:akmoribafawesl@gmail.com)

#### **Application deadline: Friday 8<sup>th</sup> September, 2023**

Only Short-listed applicants will be invited for interview.