

Terms of Reference

Role	Consultant
Purpose	WADEMOS Project Evaluation
Applications Open	August 26, 2024
Deadline Date	October 1, 2024
Submission Via	info@wademosnetwork.org

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1. Introduction

1.1 About CDD-Ghana

Ghana Center for Democratic Development (CDD-Ghana) is an independent not-for-profit think-and-do-tank that works through research, policy engagement, thought leadership, and civic dialogue and partnerships to promote and strengthen democracy, good governance, and inclusive development in Ghana and the rest of Africa. Established in 1998, with offices currently in Accra and Tamale, CDD-Ghana is a founding Core Partner (and Ghana National Partner) of Afrobarometer and also serves as convenor and secretariat for the Coalition of Domestic Election Observers (CODEO), West Africa Election Observers Network (WAEON), and West Africa Democracy Solidarity Network (WADEMOS).

1.2 About WADEMOS

The West Africa Democracy Solidarity Network (“WADEMOS”) is a transnational democracy solidarity network. The project commenced in 2022 and the first phase comes to an end in December, 2024. CDD-Ghana is the project secretariat and its implemented with funding from the Swedish International Development Agency (Sida). The Network consist of over 45 Civil Society Organizations (CSOs) and pro-democracy actors in the 15 West African states.

WADEMOS finds that democratization which was progressing in Africa and in West Africa in the 1990’s is fast eroding and losing its true meaning. The West Africa sub-region in particular is facing democratic deterioration and challenges such as unconstitutional presidential term extensions, insecurity and violent extremism, and abuse of political and civil liberties including the clamp down on political opponents and restrictions on the right to protest, freedom of expression and assembly.

WADEMOS believes that democracy and good governance will further decline in the sub-region with no hope for reversal if West African publics (including the civil society groups) remain passive and do not mobilize themselves to embark on a collective action in defence of democratic norms and values including the ECOWAS Protocols on good governance and democracy. However, the CSOs in the sub-region are mostly nationally focused in their objectives and activities, each focusing their limited resources and advocacy on their respective countries. There is little collective action or solidarity among pro-democracy CSOs or among the region’s CSOs generally in the areas of advocacy or activism. To change this, a systemic, transformative change is required through the establishment and nurturing of pro-democracy networking around a shared democratic agenda and the deepening of relationship with ECOWAS and other regional and continent bodies.

Consequently, the ultimate goal of WADEMOS is to *“mobilize, coordinate, and leverage the collective power of pro-democracy actors, resources, and opportunities within the region, including engagements with regional bodies and instruments, to push back democratic erosion and advance, defend, and reinvigorate democratic norms and reforms in the Sub region.”* This will be achieved through the realization of five-fold objectives:

1. To Mobilize and strengthen cooperation among diverse pro-democracy civil society organizations and other civic actors in West Africa;
2. To produce knowledge to support evidence-driven pro-democracy advocacy and activism in the region;

3. To promote region-wide awareness and compliance with the ECOWAS Protocol on Democracy and Good Governance as well as other democracy-relevant regional/international instruments and obligations;
4. To mobilize and harness creative talents (artists, poets, musicians, comedians/satirists, cartoonists, social media influencers, etc.), and creative resources to use their craft to promote democratic norms and values within the region; and
5. To build the capacity of young women and men to become defenders of democracy in the Region.

As the initial phase of the project comes to an end in December, 2024, WADEMOS Secretariat is interested to take stock of the progress, developments and learnings within the project to support strategic decision making and translate the findings into future strategic choices and programming. The Secretariat seeks the support of an external consultant to guide this process. This document provides the outline for the assignment of the evaluation of the WADEMOS Project.

2. Purpose and Audience of the Project Evaluation

The project evaluation would serve multiple purposes. First of all, the evaluation should provide insights on the relevance, coherence, level of effectiveness, sustainability, and partnership collaboration of the project. The evaluation will also look into the coordination of the network partners/members and how well gender equality considerations are mainstreamed into the implementation of WADEMOS. Challenges, good practices and lessons learned related to each of these elements will need to be identified. These insights will be translated into recommendations for learning and future programming.

The primary audience of this evaluation is the WADEMOS Secretariat and Members, and the donor - Sida. Secondary audience will include partners, ECOWAS, among others. The Secretariat will use the findings for learning and future programming. The full report will be made available to the donor demonstrating the impact and contribution of the project to push back democratic erosion and advance, defend, and reinvigorate democratic norms and reforms in the Sub region.

Data, findings and recommendations of the evaluation are expected to provide solid evidence to inform stakeholders and donor about the status of the achievement of the goal and objectives of the project and the learnings to inform future programming.

3. Scope: The focus of the Evaluation of the WADEMOS

The evaluation will focus **on the progress of implementation** and will be guided by the evaluation criteria: relevance, coherence, effectiveness and sustainability:

- In terms of **relevance**, the aim is to establish the extent to which the project contributes to the achievement/realization of addressing the identified problems and opportunities in the WADEMOS Project. Furthermore, the enquiry is aimed at finding out the extent to which the intervention objectives and design responded to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and whether they have

continued to do so if/when circumstances have changed. It also aims to establish the extent to which lessons learned from what works well or what hasn't worked well have been used to improve and adjust intervention implementation.

- In terms of **coherence**, the aim is to establish how compatible the intervention has been with other interventions in the country, sector or organisation where it is being implemented and the internal synergies and linkages between the interventions and the overall priorities as set out by the WADEMOS project.
- In terms of **effectiveness**, the evaluation seeks to establish the quality and the extent to which the project has attained the intended results/milestones in the current phase of the project. This includes an assessment of influential factors for achievement and/or failure as well as whether the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning.
- In terms of **sustainability**, evaluation will look at how likely the changes and effect the project contributed will continue and last, and extent to which the intervention is progressing towards measures aimed at mitigating the anticipated risk and remaining relevant in the long term (focusing on institutional sustainability and local ownership).
- For **gender equality and inclusion**, the aim is to assess how well and the extent to which women and youth participation are promoted in the implementation of the project.

The analysis on **partnership collaboration** will focus on both the quality and extent of internal and external partnerships of the WADEMOS Project whereas:

- Internal partnership collaboration refers to the partnership with different network members within WADEMOS, and the collaboration between different internal Project Management Units (PMU) and the collaboration with the target groups.
- External partnership collaboration refers to the strategic partnership between the WADEMOS, Sida, ECOWAS and other regional units as well as alliances with external CSOs and relevant Ministries, Departments, and Agencies (MDAs).
- The role of the Lead organization (CDD-Ghana/PMU) in leading and running the network activities and establishing partnerships for the effective implementation of the project.

The evaluation will focus on and limit itself to the implementation period of the WADEMOS Project - from 01 January 2022 until December 2024 under the initial phase of the program.

4. Evaluation Questions

In line with the purpose and scope of the evaluation, evaluation questions have been formulated. The evaluator is requested to optimize these questions in the inception report, if considered necessary.

4.1. Overall Project and Implementation Level

4.1.1 Relevance

- 1) To what extent has the intervention objectives and design responded and contributed to the democratic aspirations, priorities and needs of the sub-region and have they continued to do so if/when circumstances have changed?
- 2) How well was the project designed to address the most relevant or urgent problems of our target groups (ECOWAS, CSOs, pro-democracy actors, women and youths, and citizens of ECOWAS Countries)?
- 3) To what extent have lessons learned been used to improve and adjust intervention implementation?

4.1.2 Coherence

- 4) How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?
- 5) To what extent are the interventions proposed in the programme interlinked to create synergies in order to be more effective?

4.1.3 Effectiveness

- 6) What are the (intended and unintended) results (outcomes/milestone) achieved so far and to what extent are they contributing to the intended objectives?
 - 6.1) How well was the project implemented and adapted as needed to achieve the desired results?
 - 6.2) Did the intervention produce the intended results/milestones or some other unintended milestones (positive or negative) in the short to medium term? If so, for whom, to what extent, and under what circumstances/conditions (internal and external) influence the achievement or non-achievement of the results/milestones?
 - 6.3) To what extent has WADEMOS contributed to these results?

4.1.4 Sustainability

- 7) To what extent is the WADEMOS Project sustainable in terms of institutional ownership, strategies and approaches:
 - 7.1) What structures are in place to allow for local ownership and sustainability of the initiative?
- 8) Is there any evidence that the project initiatives are expected to continue and last in the medium to long term?

4.2 Partnership collaboration

4.2.1 Internal partnership collaboration

- 9) How well and to what extent has the project governance structure (e.g. PMU, Advisory Committee, and Steering Committee) been appropriate and effective?
- 10) To what extent have collaboration with network members during planning and implementation been strengthening local ownership?

4.2.2 External partnership collaboration

- 11) Has the cooperation between WADEMOS, and ECOWAS, Sida, relevant government Ministries, Departments, Agencies, and external CSOs partners been appropriate and effective?

11.2.3 Gender Equality

- 12) To what extent is WADEMOS adopting and executing the project's Gender Equality and Social Inclusive (GESI) implementation strategy?
 - 12.1) To what extent have stakeholders, especially women, youth, and other marginalised stakeholders, been involved in the implementation of the project?
 - 12.2) How is power situated within the Network Members and the Secretariat? Are there inequalities that hinder the possibility of creating inclusive environments and interventions?
 - 12.3) How do approaches to information and data gathering contribute to a comprehensive understanding of inclusion/exclusion within the project contexts for network members and other stakeholders?

5. Proposed Requirements for Evaluation Methodology and Guiding Principles

5.1. Requirements for evaluation methodology

WADEMOS is looking for an independent consultant/consultancy team to undertake the evaluation.

The consultant is expected to select and design appropriate evaluation methodologies be used to obtain strong evidence for answering the evaluation questions as described above. Additionally, the consultant is expected to consider the methodologies and tools that should be well documented and be replicable.

The proposed evaluation strategy will need to utilize mixed-methods for which both quantitative and qualitative assessment methods should be employed. Triangulation of results should be encouraged from different information resources, including sufficient independent information sources. Possible bias should be mentioned as well as possible limitations of the review.

A participatory approach is suggested where the WADEMOS PMU and Network members will be involved at an appreciable level in the evaluation. It is envisaged that the consultant will provide a standard methodology (e.g., outcome harvesting and engaged external local consultants to facilitate the reflection/analysis process)

Methodologies to be included in the inception report should include, amongst other things, the following:

Desk Study

The consultant is expected to carry out extensive desk study to understand the project strategies and objectives. The primary sources for the desk study are:

- Programme documents: WADEMOS proposal documents, annual plans, annual reports, and MEL framework and data collection forms.
- Management documents: PMU review reports, Steering Committee and Advisory Council minutes.

Field Visits

The consultant is expected to embark on a few out-field visits to a selection of countries in the regions where the WADEMOS programme is being implemented (15 ECOWAS countries) or will be supported to conduct virtual interviews for key stakeholders involved in the project.

5.2 Guiding principles

WADEMOS considered the following standards and guiding principles as important:

- **Utility:** the evaluation serves the practical information needs of the intended usage and users as defined in paragraph 2 (Purpose and audience of the evaluation).
- **Accuracy:** the review reveals accurate information with evidence or supportive argumentation, with clear reference to sources or analyses;
- **Feasibility:** the evaluation is planned and carried out in a realistic, diplomatic and frugal manner;
- **Propriety:** the evaluation is carried out legally, ethically, and with due regard for the welfare of those involved in the evaluation as well as those affected by the results. If it is required for identifiable information to be made public due to the nature of the research, informed written consent is required.

6. Deliverables

The consultant will develop:

- 1) A **kick off workshop** with the WADEMOS team to reach consensus on the evaluation approach and methodologies.
- 2) An **Inception Report**, which will form the basis for the ultimate agreement between parties for how the Mid Term Review is to be conducted. The Inception Report shall include:
 - Final purpose, objective, scope and subject of the Review;
 - An evaluative matrix, specifying the review criteria, and indicators or benchmarks against which the criteria will be assessed in order to answer the research questions in a valid and reliable manner;
 - Data collection methodology, the criteria on which these methodologies are selected, and criteria for case selection;
 - Information collection, analysis and reporting;
 - List of sources, and criteria against which these are selected;

- Any limitations of the evaluation;
 - Detailed Work plan and time schedule, including a plan to (co-) organize the field visits;
 - Detailed budget;
 - Risk and Mitigation strategy.
- 3) Organize a **workshop and/or other means** to update PMU with regard to the proposed methodology outcome harvesting, reflection and analysis processes.
 - 4) Documents and presentations with the **findings** from the case studies (field visits) and provide recommendations for improvement.
 - 5) Presentation of preliminary findings and recommendations to the WADEMOS Secretariat.
 - 6) A concise **draft evaluation report** (<50 pages, excluding Annexes) in English.
 - 7) A concise **final evaluation report** (<50 pages, excluding Annexes), in which the feedback of the WADEMOS PMU has been processed.

7. Requirements of the Consultant(s)

7.1 Mandatory requirements

- The lead consultant should be fluent and can conduct the evaluation in one of three languages: English, French or Portuguese. Working knowledge by the team in the other two languages is encouraged. This does not necessarily require the lead consultant to be fluent in all three languages but demonstrate clearly how the proposal considers the deployment of this assignment in all the three major blocs within ECOWAS (Anglophone, Francophone, and Lusophone) to promote inclusion
- Proven expertise/experience in the area of democratic governance.
- A team member with a background and experience in gender approaches and evaluation.
- Proven track record in undertaking complex, multi country evaluations;
- Proven track record in participatory approaches;
- Demonstrated experience with the use of quantitative and qualitative methods for data collection and analyses;
- Demonstrated knowledge of multi-stakeholder dialogue and partnerships;
- Demonstrated experience of works relating to democracy in the sub-regional and familiarity with ECOWAS protocol of democracy and good governance.
- Relevant university degree (Masters and above).

7.2 Required competencies

- The assignment is to be carried by a team of consultants with varied expertise in the sub-region where the WADEMOS is active;
- Demonstrated knowledge and experience in democracy and governance;
- Demonstrated expertise in operationalizing gender transformative approach;
- Demonstrated experience with sector development and a good understanding of its various stakeholders, their roles and positions;
- Excellent intercultural and interpersonal communication skills, including coordination, facilitation and presentation;
- Responsiveness and commitment to meeting timelines and deliverables

8. Recruitment and Appointment

Interested applicants are invited to submit proposals containing the following information:

1. A short introduction of not more than 3 pages, introducing the evaluator or members of the evaluation team and describing how the skills and competencies described in this ToR are met, with concrete examples as appropriate, including previous experience working as a team;
2. An application to conduct this evaluation that includes proposed methodology, tools and key deliverables per research question (see section 3);
3. A work plan, indicating also the expected role of WADEMOS
4. A detailed budget, with a breakdown per activity of daily rates for each team member involved, number of days and other costs. The budget will be evaluated alongside the technical proposal and we reserve the right to make alternative suggestions on cost;
5. CV(s) of all team members, and information about their availability during the evaluation process;
6. At least two examples of recent and relevant evaluation reports. Please share a web link if it is published online.

The deadline for submission of proposals is **October 1, 2024**.

Proposals should be sent to info@wademosnetwork.org

For questions, please contact info@wademosnetwork.org
All submitted proposals will be treated confidentially.