

ZIMBABWE WOMEN LAWYERS ASSOCIATION



**Terms of Reference for Consultancy Service:
Assessment of Zimbabwe Women Lawyers Association
(ZWLA)'s impact
Between 2003 and 2012**

September 2013

1. Background

Zimbabwe Women's Lawyers Association (ZWLA) is a membership organisation of women lawyers. Our vision is to achieve justice and equality for all in a Zimbabwean society where women are empowered and assert their rights within a justice delivery system that treats women and men equally. Our work focuses on developing, defending and dialoguing on women and children's rights for the creation of a constructive and equitable justice system whilst actively addressing the rights and concerns of women and their children.

Our organisation was founded in 1992 to empower women lawyers, particularly young black lawyers, to contribute towards ordinary women's ability to access justice and provide a collective voice on law reform. ZWLA was formally launched as a Trust in 1995 with a broader mandate to reach out and support in a more structured way to disadvantaged women and their children to use the law. We have grown over the years from a small project to being a fully fledged women's organisation. We are a leading advocate for women's rights and use the human rights based approach, to empower women so that they can claim their legal rights, provision legal aid services poor women and their children and advocate for legal and policy reforms so that women at large can enjoy their rights. We have a Head office in Harare, a regional office in Bulawayo and 25 staff members.

We have achieved tremendous results for women and children over the years documented in reports and project evaluations. We believe that conducting this Impact Assessment will enable us to understand and convey using an evidenced based manner the impact that our programmes and interventions have achieved in women, girls and children's lives in a more systematic way.

2. Overall Objective of the Impact Assessment

The overall objective of the Assessment is to assess the impact of ZWLA's work during the period 2003 to 2012, a period of 10 years. The Assessment will examine and provide strong evidence on the impact achieved, i.e. positive, negative, intended and unintended, on direct and indirect beneficiaries, analyse ZWLA's contributions and identify specific factors that have enabled or disabled positive impact to occur. The Assessment will also review the relevance of our work, assess effectiveness, efficiency, sustainability of our programmatic interventions and organisational development processes and document lessons learnt and best practice.

3. Specific objectives

- i. **To collect and aggregate data** on numbers and types of people benefitting and in what ways from all the programmes that ZWLA has implemented during the period 2003 and 2012. ZWLA intends to assess the significant impact indicators in the lives of people at individual, family and community levels
- ii. **To assess where ZWLA has achieved the most impact in relation to its key outcomes** at the individual, family, community, institutions and organisation strengthening between 2003 and 2012. ZWLA intends to assess the effectiveness, relevance and efficiency of its different programmes and organisational development interventions.
- iii. **To identify the key factors that that have helped or hindered impact to occur.** ZWLA intends to identify and assess in its approaches, strategies and relationships with other organisations, factors that have helped or hindered the achievement of lasting change for direct and indirect beneficiaries between 2003 and 2012.
- iv. **To document lessons learnt and best practices** from ZWLA's interventions between 2003 and 2012. ZWLA intends to identify and document lessons learnt and best practice that can be replicated/adapted and forward recommendations for future interventions in relation to programmes and organisational development.

4. Scope

The evaluation is expected to ascertain whether or not ZWLA's programming has been relevant, efficient, effective, sustainable and impactful on the lives of beneficiaries. It will assess the impact of ZWLA's work both in terms of individual stories of change and on a more systematic basis, be able to collate how many people have benefitted and in what kind of ways. It will attempt to identify the extent to which ZWLA programmes have brought about positive change in the lives of those benefitting directly as well as changes in policy and law, where appropriate.

The Assessment will have these areas of investigation in order to respond to the specific objectives:

- i. The immediate and long term impact we have achieved for different beneficiaries through our programmes at personal, district, regional and national levels.
- ii. The distinctive role played by ZWLA and our relationship with other key players (funders, government and other CSOS). In particular assessing the effectiveness, relevance and efficiency of our programmes, strategies and approaches and organisational development interventions.
- iii. The key success factors for delivery of this lasting change and documenting best practice that can be replicated or adapted in future interventions. Measure the extent to which the step changes identified at the start of the grant has been achieved.

5. Methodology

Although the methods to be used will be decided with the selected consultant(s), we expect the tenders to demonstrate how they will take into account the following elements:

Consulting and Scoping: The consultant(s) should work with ZWLA staff, in consultation with our partner Womankind Worldwide, to define the overall specific outcomes and possible indicators for the data aggregation exercise and identifying projects over the years that will undergo in depth assessment. The consultant(s) will review various specific baseline surveys, mid-and final term project evaluations conducted in the project intervention sites and national action plans and review reports and other relevant specific regional studies undertaken in Zimbabwe and establish bench marks for the Assessment.

Desk Review: We anticipate that this will involve reading and reviewing of ZWLA's reports, research, evaluations and other project documents and from government and other relevant institutions. Through the desk study the consultant(s) will seek to understand the details of the programmes and organisational development work, and the broader internal organisation and external context in which the work was implemented.

Preparation of Inception Report: The consultant (s) will prepare the Inception Report (output of the desk review) and present to designated staff within ZWLA and Womankind Worldwide for feedback. In a meeting with ZWLA staff, the consultant(s) will test the evaluation questions and get endorsement on the proposed approaches and methods.

Collecting and compiling data: The consultant(s) will compile and collect data from ZWLA's interventions between 2003 and 2012. Data will be aggregated according to the agreed outcomes and indicators out of the consultation and scoping. The second part is the more in-depth information/data collection and analysis. The specific methodology and analytical framework will be finalized during the inception phase, and will be approved by ZWLA.

In-depth review: The Assessment will include an in-depth review of ZWLA's key projects between 2003 and 2012 addressing the key areas in line with the specific objectives and scope of the Assessment. This will include a variety of key projects that have been perceived as successful and others that have been perceived as not so successful. The in-depth review will include:

- **Interviews and discussions with key stakeholders:** ZWLA expects semi-structured interviews primarily face to face and otherwise by phone to be conducted with key informants including other NGOs and CBOs, donors and agencies, and government departments at the national, regional, and district levels.
- **Focus group discussions:** With clients and peer educators through field visits, and with ZWLA staff (complemented by one-to-one interviews where necessary).
- **Community based visits:** The consultant(s) will undertake community visits to Bulawayo and Harare to collect data from direct and indirect beneficiaries, field staff and stakeholders. These will include women clients, Peer Educators, Ministry of Justice Officials (clerks of court), networking partners and other male/female beneficiaries representing the youth/children.
- **Stories of change:** The Assessment should provide a number of stories of change with detail on how ZWLA's approaches, strategies and interventions made or contributed to making a difference in the lives of direct and indirect beneficiaries.

The consultant(s) will ensure triangulation of all findings by applying a variety of data collection methods.

6. Outputs

The main outputs of the Assessment will be:

- Inception Report** - not exceeding 20 pages excluding annexes. The inception report should include:
 - A brief summary of the desk review
 - An analysis of the agreed overall outcomes and indicators on which the impact will be assessed
 - The detailed proposal on methodologies and the elaborated analytical framework for the assessment, instruments, timeline, and process /progress indicators

ZWLA's Assessment Team will review/comment and endorse the inception report as appropriate before the consultant(s) to commence the next stage activities.

- Main Report** – not exceeding 50 pages excluding annexes. The main report should include:
- **Executive Summary** (6 to 8 pages): The summary would need to be extractable and read as a standalone report. It will serve as an effective means of communication and will clearly answer the questions posed especially regarding impact.
 - **Introduction** (1 to 2 pages): The introduction will provide details on background, purpose of the Assessment, methodology and limitations.
 - **Overall achievement on impact** (10 to 20 pages): This section will provide in-depth details on the impact achieved in terms of the agreed outcomes and indicators
 - **Key success factors** (6 to 10 pages): This section will detail the key factors that helped or hindered impact in relation to the key areas identified in the “scope of work” section
 - **Lessons learnt and best practice** (6 to 8 pages): This section will articulate the key lessons learnt and best practice across ZWLA's programme and organisational development interventions
 - **Implications and recommendations for ZWLA** (3 to 5 pages)
 - **Annex including stories of change**

The consultant(s) will produce a draft final report which will be reviewed by ZWLA's Assessment Team and presented to key staff, stakeholders in a validation meeting before it is finalised. Womankind Worldwide will also provide feedback to the report before it is finalised.

7. Organisation of the Evaluation

The Assessment will be carried out by an independent, external consultant(s). ZWLA will be responsible for managing the process and for facilitating the consultant(s)'s initial contact beneficiaries, partners, and other stakeholders. An Assessment Team will be established at ZWLA's head office to facilitate and provide smooth coordination of the Impact Assessment.

8. Work plan

It is expected that the study will be carried out over a period of **40** days and that the local country review activities will take place between December and March 2014, but the specific time frames will be negotiated with ZWLA and Womankind. The preliminary work plan is as follows:

- November: Terms of Reference finalised, advertising and recruitment of consultants
- End of November: Signing of contract and initiation of work
- Early December: Desk Review
- Mid December: Inception plan clarifying agreed outcomes and indicators, methodologies and timeframes presented and endorsed
- Mid January to February: data collection and analysis
- Mid March: present draft final report to ZWLA Assessment Team, key staff and other stakeholders in validation meetings and get feedback
- End March: Final Report submitted to ZWLA

9. Tendering Process

- The consultant(s) should have the qualification, knowledge and experience appropriate to the purpose and scope of the assignment. Specifically skills should include:
- Have sound and proven experience and expertise in social research and evaluation methodologies
- Have sound and proven experience and expertise in managing, aggregating and compiling large amounts of data
- Have experience of working with local women's organisations
- Have knowledge and understanding of social development, gender based violence and women empowerment
- Have good understanding on implementation of development programmes, challenges and limitations in the Zimbabwean context
- Proven knowledge and analysis in relation to rights-based approach and women's rights, needs and perspectives
- Have proven expertise in writing in an accessible format

Applications should be submitted to Mariela Magnelli at Mariela@womankind.org.uk by 17.00 (UK time) on 22nd November 2013.

The consultant/s should present credentials/experiences to the effect of applying gender balanced and participatory approaches to the exercise.

A CV of the applicant(s) including details on how they meet the person specification and a detailed proposal including the following:

- The proposed methodology
- The proposed work plan
- The proposed budget
- Examples of other similar work
- Proven experience and contactable references of past credible NGO organisational and programme assessments, evaluations and reviews