



## **TERMS OF REFERENCE**

### **CONSULTANCY REGARDING THE FINAL EVALUATION OF THE COMPREHENSIVE ECONOMIC EMPOWERMENT OF RURAL MAYAN WOMEN OF GUATEMALA PROJECT**

#### **1. Introduction**

We Effect is an organization for development established in 1958 by Swedish cooperative organizations with the vision of “promoting a sustainable and fair world without poverty”. We believe in strengthening the ability of democratic organizations, based on affiliation, so that women and men can improve their life standards and defend their rights, as well as contribute to a fair society. We Effect is a decentralized organization, with regional offices in Latin America, Europe/Asia, Eastern and Southern Africa.

The work of We Effect is based on the principles of the International Cooperative Alliance: help for self-help, personal responsibility, democracy, justice, equality and solidarity. It also promotes training and cooperation between cooperatives, organizations of farmers and social movements. In this sense, the strengthening of the ability of democratic organizations is supported, based on affiliation so that women and men can improve their life standards and guarantee the exercise of their rights, as well as contribute to a fair society.

The presence of We Effect in Latin America dates back to 1984, at that time denominated Swedish Cooperative Center (SCC). Currently, the Regional Office implements two regional programs in the areas of Rural Development and Housing. It works with local counterparts in six countries in the region: Guatemala, Honduras, El Salvador, Nicaragua, Colombia and Bolivia.

We Effect states that organizational strengthening is a key process for organizations of small producers and rural producers to be consolidated as relevant actors within society. For this purpose, it is essential to strengthen organizational skills that allow the execution of rural economic and productive proposals that guarantee food security and the income generation, in an equitable

and sustainable manner, of the associated families, from a social and solidary economy perspective.

## **2. Objective of the Evaluation.**

This final evaluation process is carried out within the framework of the Comprehensive Economic Empowerment of Rural Mayan Women in Guatemala project, PODEEIR, financed by the Swedish Development Cooperation Agency - SIDA, through the Embassy of Sweden in Guatemala, with a duration of 3 years and an extension for 1 year for a closing stage.

The project has as a development objective to "Help the State and other actors assume their responsibility in the reduction of poverty and violence for the rights-holders, especially Mayan women", and it focuses on two specific objectives: 1) To increase comprehensive economic empowerment from a perspective of the human rights of rural Mayan women; and 2) To increase the abilities of local organizations to influence and negotiate with the State, the Private Sector, and the rural and indigenous movement on behalf of rural Mayan women who are rights-holders, by means of the following results:

- Rural Mayan women with sustainable economies
- Women and girls from 145 rural Mayan communities perceive a sociocultural environment that is more inclusive and less tolerant regarding violence.
- Rural Mayan women reduce the time dedicated to reproductive labor.
- Sustainable local organizations with the capacity to meet the needs of economic empowerment, violence prevention and social inclusion of rural Mayan women.

The project as such, was proposed to be carried out with 5,128 women from seven partner organizations: two (2) from the northern region, three (3) from the central region, and two (2) from the western high plateau. It was expected for these women and organizations who work in 145 communities, related to an economic business, to be able to improve their income and living standards from a perspective of social and solidary economy.

PODEEIR represents an interesting experience for We Effect, supporting several organizations, composed of Mayan, mixed and cooperative women. Regarding work issues, on behalf of We Effect, productive businesses, work with men and young people, the methodology of home visits and circles of study, the nursery fund,

campaigns against violence against women, the thematic of economy of care and the perspective of sustainable training systems were promoted. Finally, the project established work issues according to the strategic lines of We Effect, as well as of the cooperation policies of the Embassy of Sweden: access to decent employment and self-employment, financial inclusion.

### **3. Objectives of the Evaluation**

#### **a. General Objective**

To evaluate the implementation process of the project "Comprehensive Economic Empowerment of Rural Mayan Women of Guatemala" and its extent of fulfillment regarding the achievement of the objectives and projected results, that allow to systematize the lessons learned at the end of the project.

#### **b. Specific Objectives**

- To prepare a substantiated analysis and an independent assessment about the relevance, projection, performance and effectiveness of the project "Comprehensive Economic Empowerment of Rural Mayan Women of Guatemala".
- To provide conceptual, strategic, programmatic, methodological, budgetary and operational recommendations to We Effect, before a methodological proposal for the development of business for women.
- To provide useful feedback and recommendations to We Effect in the project implementation framework.
- To determine to what extent has We Effect achieved the objectives and results set out in the original planning, and to identify the main achievements/skills, challenges and weaknesses.
- To carry out the cost-benefit assessment, results achieved based on the cost of the project.
- To determine if the execution of the project was based on RBM results.
- To measure the direct and indirect effects of the results and indicators on the

lives of women and their impact on the communities and territories in which the project was developed.

- To facilitate a process of critical analysis with organizations in order to identify lessons, learnings, innovative experiences (good practices) and life stories obtained, which contribute to the comprehensive economic empowerment of rural Mayan women.
- To analyze the method of execution and coordination adopted for the project in aspects such as: connection between the technical and the administrative matters, between the teams of the organizations and the team of We Effect, as well as the connection with other relevant actors for the project.
- To analyze the ability developed by We Effect to implement projects that operate with new financial and accounting regulations and execution methods, as well as for the analysis and management of risks that are inherent to the project and local organizations.
- To identify the main strengths and weaknesses regarding the financial management and control of the partner, and how they may have affected efficiency and effectiveness. This includes audit, purchase and anti-corruption processes.

#### **4. Evaluation criteria.**

To define the evaluation, specific criteria, some starting questions, evaluation criteria and guiding elements are provided as a basis, which can be expanded by the consulting team:

##### **Starting questions**

Besides measuring the general scope of results and objectives of the project (through its indicators), the final evaluation of the PODEEIR project shall answer, among others, the following questions:

- To what extent did the planning presented by We Effect direct the execution of the Project?

- What have been the most important results (planned and unplanned) of the project up to today? In any case, explain the planned results, which are still pending to be concretized.
- What were the most significant changes in the direction of the project during the execution term? In any case, explain why were the changes made, and analyze how flexible the partners were in adapting to it.
- What activities, within the framework of the programmatic work of We Effect and with the financing on behalf of other donors, benefited the project?
- What have been the main achievements regarding skill building during the execution of the project?
- What are the main impacts of the project, especially regarding the target population and with respect to definition of economic business, poverty reduction and violence against women?
- What internal and external factors have favored or hindered the fulfillment of the objectives?
- To what extent are the activities proposed relevant in the problem to which an answer has been sought?
- To what extent was the gender and ethnic perspective incorporated -or not- into the work of the institution?
- What are the main lessons learned during the execution of the project?
- What are the main recommendations for the counterparts, to We Effect and to the Embassy of Sweden in Guatemala?

<b>Evaluation criteria</b>	<b>Guiding elements</b>
Relevance	<ul style="list-style-type: none"> <li>▪ How relevant and successful was the intervention regarding the problems it aimed to address?</li> <li>▪ Did the project respond to the reality and expectations of rural Mayan women and their organizations?</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Is there coherence between the objectives, strategies and intervention mechanisms and the needs of the comprehensive economic empowerment of women?</li> <li>▪ Are the participating organizations identified with the proposals of the project?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>▪ Were the resources and means for the execution of the project well described and were they necessary to carry out the project?</li> <li>▪ Were the different resources of the project used correctly to make progress towards the comprehensive economic empowerment of women?</li> <li>▪ Did the thematic and territorial distribution of the team contribute to the achievement of the objectives of the project?</li> <li>▪ To what extent have the activities been carried out as scheduled? Have there been any delays? Have the execution times of the activities been appropriate?</li> <li>▪ What obstacles (technical, administrative, financial) have appeared before, during and for the conclusion of the project?</li> <li>▪ Were the responsibilities of the members of the Local Social Organization clearly assigned for the execution of the activities?</li> <li>▪ To what extent has the project been adapted or is capable of being adapted to changeable external conditions (risks and assumptions) to ensure benefits to the participating groups?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>▪ Did women and their organizations make progress in comprehensive economic empowerment?</li> <li>▪ Has the economy and life standard of rural women improved?</li> <li>▪ Did it contribute to the reduction of poverty and violence for rights-holders, especially Mayan women?</li> <li>▪ Has the structure of objectives, results and activities of the intervention been correctly defined?</li> <li>▪ Have the results and proposed activities been sufficient to achieve the objectives?</li> <li>▪ What elements do they recommend to strengthen the structure of the project and achieve the objectives set?</li> <li>▪ Have the indicators and sources of verification been correctly identified?</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Have there been any other unplanned effects (negative or positive)? Have there been any unplanned effects regarding gender relations?</li> <li>▪ What factors have contributed to/limited the achievement of goals? What have been the main mechanisms of change?</li> <li>▪ Was the implementation strategy with counterparts appropriate?</li> <li>▪ Did the counterparts have the institutional capacity to properly implement the project?</li> <li>▪ Has gender equity been sufficiently worked regarding the objective(s) and initially planned results? What internal and external factors have facilitated or hindered the desired gender changes?</li> <li>▪ Have there been any other unplanned effects (negative or positive)? Have there been any unplanned effects regarding gender relations?</li> <li>▪ Are the participating groups satisfied with the activities and their results?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>▪ Are the relationships between women and men fairer and more equitable now?</li> <li>▪ Did the project contribute to the creation of a more favorable environment for the comprehensive economic empowerment of women?</li> <li>▪ Do women have free time and dedicate it to personal, productive and community-organizational activities?</li> <li>▪ Have organizations increased their capacities to manage, negotiate and influence in favor of women in the public and private scope and in related and binding movements?</li> <li>▪ What changes has the project/program promoted in the lives of the participants?</li> <li>▪ What impact has the project/program had on the community? And in relation to gender?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>▪ Can the positive effects that are being achieved be maintained over time, at the local level and from women?</li> <li>▪ Are there necessary conditions for the positive impacts to be maintained once the project is completed?</li> <li>▪ Who and how do they maintain the quality of the services and the benefits of the intervention once external assistance has been withdrawn? What are the prospects for</li> </ul>

	the maintenance of the effects produced by the project over time?
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## 5. Methodology

In the current context of the pandemic, we request the evaluation team to present a methodological proposal that corresponds to the prevention measures pronounced by the government of Guatemala. On the other hand, the evaluation should have a participatory approach and methodology and should collect the information and evaluations of the different actors involved:

- Representation of Guatemala
- Personnel of the We Effect project
- Personnel of the Regional office of We Effect
- Officials of the Embassy of Sweden in Guatemala

It will be important to use quantitative and qualitative tools in interviews, focus groups and field visits to obtain information with key actors:

- Leadership and technical teams of partner organizations
- Women participating in the different activities of the project (promoters of circles of study)
- Entrepreneurial leaders
- Cooperative leaders

Bias and errors of interpretation and analysis should be avoided. As far as possible, accuracy and precision should be sought, and it should be avoided to support the findings, conclusions and recommendations of the study only qualitatively or with perceptions; therefore, the results of the project should be quantitatively measured.

The sources of information shall include, among others, documents, logical framework, a baseline, reports, intermediate evaluations, audits.

Once selected, the evaluation team must prepare a work plan for the evaluation detailing operational and methodological aspects. This plan will be reviewed and approved by the Embassy of Sweden in Guatemala and We Effect.

Before writing the final report, the evaluation team will organize a workshop for the feedback and validation of their conclusions and recommendations with the participants in the evaluation process. This feedback will serve to validate the information, the analysis and the feasibility/utility of the recommendations made.



We Effect will provide a list of the different key actors, as well as of the counterparts with whom the evaluation team will have to communicate.

## **6. Expected products**

- a. Work plan, in which proposed methodologies and evaluation tools are incorporated, which have to be validated by We Effect and the Embassy of Sweden in Guatemala.
- b. Preliminary Evaluation Report.
- c. Collection and systematization of testimonies from at least 3 (manager, technician and entrepreneur) participants of the project for each organization, showing relevant elements for the evaluation.
- d. Methodological proposal for the Workshop of Validation of the findings of the Evaluation.
- e. Final Evaluation Report (no more than 50 pages + annexes) including an Executive summary of a maximum of 5 pages in English and Spanish. The main report must include a chapter of conclusions and another of recommendations. The annexes must include the agreed Terms of Reference, list of persons, interviewed counterparts, methodology used, and other documents deemed as relevant.
- f. Presentation/Popularization of the results of the final evaluation report with emphasis on the main achievements, lessons learned, and the challenges regarding the comprehensive economic empowerment of rural Mayan women.

## **6. Profile of the consulting team**

### *Essential knowledge*

- Multidisciplinary and multicultural team, with extensive knowledge of the national and international context, the reality of the rural productive activity of the country, the economic situation of Mayan women and of women, at the regional level (Latin America).
- Professionals in social sciences with proven experience in research work and evaluation methodologies.
- Extensive experience in social research processes and/or evaluation of development projects.
- Knowledge and experience of perspectives of social and solidarity economy, feminist economy, economy of care and economic empowerment of women; experience in results-based management (RBM) and markets.

- Knowledge and experience in the human rights perspective, cooperative values and principles, gender perspective and cultural relevance.

#### *Required qualities*

- Ability for analysis and systematization.
- Multidisciplinary skills (economic, sociological, environmental, feminist skills, etc.).
- Excellent interpersonal relations and coordination skills.
- Sensitivity to the principles of the project, and to the gender and ethnic perspectives.
- Availability to travel to the interior of the country.
- Ethics in handling information.
- Compliance with deadlines and results.
- Record of commitment.
- Independence.

#### **7. Financial offer**

In addition to fees, the financial offer must include all costs related to the performance of the evaluation:

- The cost of transport, lodging and food for the consulting team.
- Field activities in accordance with the objectives and work methodology.
- A workshop with representatives of 7 organizations and We Effect for the popularization of the results of the final evaluation.
- Materials for workshops and meetings
- Taxes
- Others deemed as necessary

#### **8. Term of validity of the consultancy and method of payment**

The consultancy is expected to have a maximum duration of two months - 30 business days from the signing of the contract. Three payments will be made:

- 35 % of the fees upon signing the Agreement and once the work plan and evaluation tools have been approved.
- 35 % of the fees, upon the submission of the preliminary report, systematization of testimonies of at least 3 (manager, technician and entrepreneur) participants of the project and methodology of the validation workshop.

- The remaining 30 %, upon the submission of the final report, to the satisfaction of the contracting entity.

## **9. Receipt of offers**

The submitted offer shall include:

- Cover letter
- Resume of the responsible team with updated references and references of similar positions
- Technical and Economic Offer
- Offers will be sent to the following electronic mail: [amerialatina@weeffect.org](mailto:amerialatina@weeffect.org), being the deadline on September 20, 2020.

## **10. Other provisions**

- Those interested in submitting offers may request the project documentation (form, MML, reports, baseline, intermediate evaluation) and clarifications related to the consultancy. Inquiries must be made in writing to [amerialatina@weeffect.org](mailto:amerialatina@weeffect.org), under the subject "Final Evaluation of the Comprehensive Economic Empowerment Project", no later than five (5) days prior to the submission of offers.
- The agreement includes the following clause: "Delayed execution of the agreement will imply a fine for the consulting team. WE EFFECT will be entitled to pronounce in writing before the consulting team regarding the non-compliance with the date of the submission of the expected reports. The financial penalty attributable to the contractor will be 1 % of the total amount of the agreement for each business day, in accordance with the contractual term. Said fine will be paid from the amount of the pending balance. This penalty clause may not exceed 25 % of the total amount of the agreement. Additionally, once this amount has been exceeded, WE EFFECT may terminate the contract and also demand compliance with the obligation acquired in the agreed terms, as appropriate. If the delay takes place due to reasons not attributable to the consulting team, the consulting team must do it in writing before WE EFFECT, justifying the causes of the delay. Once WE EFFECT analyzes the situation, and when applicable, WE EFFECT will authorize the extension of the final submission term".

Guatemala, August 30, 2020.