



AUTONOMISATION
DES FEMMES ET
DIVIDENDE
DÉMOGRAPHIQUE
AU SAHEL

SAHEL WOMEN'S
EMPOWERMENT
AND
DEMOGRAPHIC
DIVIDEND



PROJECT FOR WOMEN'S EMPOWERMENT AND THE DEMOGRAPHIC DIVIDEND IN THE SAHEL (SWEDD)

TERMS OF REFERENCE FOR THE FINAL EXTERNAL EVALUATION OF THE ECOWAS SWEDD PROJECT (OOAS + UNFPA-WCARO) IMPLEMENTED FROM APRIL 2015 TO DECEMBER 31, 2024

West African Health Organization (WAHO)
Bobo-Dioulasso, Burkina Faso
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I. CONTEXT AND JUSTIFICATION

Launched in November 2015 in Niamey, Niger, the Women's Empowerment and Demographic Dividend in the Sahel (SWEDD) project is a regional initiative aimed at accelerating demographic transition (controlling fertility and infant mortality rates) and triggering the demographic dividend (reaping economic benefits from population growth), as well as reducing gender inequalities in beneficiary countries. It is financed by the World Bank to the tune of 207 million US Dollars (USD), for an initial period of four (04) years (April 2015-December 2018) and covering six countries (Burkina Faso, Côte d'Ivoire, Mali, Mauritania, Niger and Chad). Phase-1 of the project (SWEDD-1) was extended by one year (2019) to include a seventh country (Benin), then by a further year (2020) to include two other countries (8th and 9th), Cameroon and Guinea. The prospect was also opened up for the subsequent accession of three new countries: Gambia, Senegal and Togo. A second phase (SWEDD-2) was set up in 2020 and will come to an end on December 31, 2024. In all, the SWEDD project ran from April 2015 to December 31, 2024, i.e. for around ten years.

The new project (SWEDD+) came into effect in June 2024, and is due to run until 31-dec-2028.

The development objective of the SWEDD project is to “Accelerate the demographic transition, the control of fertility, maternal and infant mortality - in order to trigger the demographic dividend: economic growth, and the reduction of gender inequalities in the Sahel region”. The three components of the project are: (i) Increasing demand for reproductive, maternal, newborn, child and nutritional health (RMNCH) services by promoting social and behavioral change and the empowerment of women and adolescent girls; (ii) Strengthening regional capacity to improve the supply of RMNCH products and skilled personnel, and (iii) Promoting political commitment and policy-making capacity.

- i. In accordance with the mandate given to it by the ECOWAS Heads of State and Government, WAHO was responsible for regional coordination of the project and support for the implementation of regional interventions. To ensure the project's implementation, the World Bank has allocated twenty-seven million (USD\$27 million) to WAHO, including: 5 million for SWEDD-1, 22 million for SWEDD-2, including 6.14 million for WAHO's own activities, and 15.98 million USD to enable it to provide technical assistance to countries through a memorandum of understanding with the UNFPA Regional Technical Secretariat (STR/UNFPA/WCARO).
- ii. The SWEDD-2 project is scheduled to end on December 31, 2024. The present terms of reference are proposed by WAHO with a view to recruiting a consultant to carry out the final external evaluation of the project.

II. OBJECTIFS

A. GENERAL OBJECTIVE

The general objective of the mission is to assess the extent to which the SWEDD project has achieved its development objective in all its components, and to evaluate its performance in all key intervention sectors.

B. SPECIFIC OBJECTIVES



Specifically, the final internal assessment aims to :

1. Analyze the relevance of the project's development objective and the institutional arrangements for its implementation,
2. Determine the level of performance in terms of coordination, programming, physical execution, fiduciary, and monitoring and evaluation of the project.
3. Assess the performance of the technical partner's assistance (STR/UNFPA/WCARO) in its support to countries.
4. Collect difficulties encountered, challenges, good practices and lessons learned in project implementation,
5. Propose recommendations to improve the effectiveness and efficiency of SWEDD+ project implementation.

III. METHODOLOGY

A. FRAMEWORK AND TYPE OF EVALUATION

The evaluation will take place at WAHO. It will be participatory. It will assess quantitative and qualitative performance, collaboration between all the institutions involved in implementing the project (WAHO, World Bank STR-UNFPA-WCARO, etc.), achievements, programmatic performance, implementation, results, effects and impacts, lessons learned, difficulties and challenges of the project. The evaluation team will make appropriate recommendations for improved performance in the implementation of the SWEDD+ project.

B. EVALUATION TARGETS

The evaluation team will particularly target (i) WAHO administration in charge of ensuring that contracts comply with ECOWAS regulations and are implemented according to established clauses, (ii) WAHO staff in charge of planning and implementing all aspects of project interventions (physical, fiduciary, environmental and social safeguards), (iii) the staffs of other WAHO programs and projects, etc., (iv) the project implementation partners on behalf of WAHO (STR/UNFPA WCARO, IntraHealth Inc), (v) the ECOWAS Commission.

C. QUESTION OF EVALUATION

The evaluation will provide answers to the following key questions:

1. PROJECT RELEVANCE

The relevance assessment will answer the following questions:

- Has the project contributed to improving the problematic situations identified at regional level by the basic situational analysis that led to the establishment of the SWEDD project?
- To what extent has the technical assistance provided to countries by STR-UNFPA-WCARO through the memorandum of understanding with WAHO achieved its objectives?
- How do countries rate the support provided to them by STR/UNFPA/WCARO through the memorandum of understanding with WAHO?

2. PROJECT EFFICIENCY

The effectiveness evaluation will answer the following questions:

- To what extent have the project's technical and institutional arrangements enabled effective implementation?
- Did the planning processes for project activities at WAHO and STR-UNFPA-WCARO, and at partner level promote diligent and effective implementation?
- Have contracts with implementing partners been drawn up in compliance with the texts in force at the WB, ECOWAS/WAHO and STR-UNFPA-WCARO levels?
- Have the partners of WAHO, STR-UNFPA-WCARO in the implementation of the project respected during their mandate all the commitments contained in the partnership agreements signed?
- What is the programming performance of the ECOWAS SWEDD project?
- Have the project work plans been implemented according to plan?
- What is the project's implementation record in terms of work plan execution, financial management, procurement, monitoring and evaluation, and environmental and social safeguards?
 - To what extent have WAHO and its partners produced the expected results of their services for the SWEDD project, with a view to mitigating deficits in :
 - Regional training strategy for healthcare personnel, particularly midwives and state-qualified nurses (revision and harmonization of curricula, establishment and certification of centers of excellence, capacity-building for SFEs and IDEs, e-learning platform),
 - Availability of healthcare personnel (qualified nurses and midwives) at rural level (Regional Rural Pipeline Policy, the guide, standard operating procedures and roadmap for its implementation).
 - Regional pharmaceutical regulations, quality of medicines, particularly SRH medicines (digitization of procedures for assessing dossiers for the marketing of medicines, regional web-portal, support for the creation of websites for national pharmaceutical regulatory agencies),
 - Sexual and reproductive health rights (Regional guidelines and guides for sexual and reproductive health rights (SRHR), advocacy for their adoption and alignment with national legislation,
 - Networking of champions for advocacy for adequate health financing and the demographic dividend.
 - Renforcement des capacités des laboratoires nationaux de contrôle de qualité des médicaments, (ressources humaines, équipements certification ISO 7025, Préqualification OMS)
 - Sauvegarde environnementale et sociale
- To what extent have the end-of-project targets of the results framework indicators been met? ● What qualitative changes have occurred in the regional strategy for women's empowerment and the demographic dividend?
- Are there any unexpected results that can be attributed to the project at regional level?
- To what extent have WAHO's General Management and departments facilitated the implementation of the project?
- To what extent did the World Bank facilitate project implementation?
- To what extent did interpersonal relationships of all kinds impact project implementation?
- What are the project's main achievements?

3. EFFICIENCY

The efficiency assessment will answer the following questions:

- Have resources (financial, human, time, expertise, etc.) been strategically allocated to ensure the achievement of results?
- Is the cost-effectiveness of the project acceptable in view of the difficulties and challenges overcome?

4. SUSTAINABILITY

The sustainability assessment will answer the following questions:

- To what extent have sustainability considerations been taken into account in project implementation, particularly those related to:
 - Capacity building,
 - Skills transfer
 - Endogenous financing,
- To what extent has WAHO appropriated the main achievements of project implementation?

5. DIFFICULTIES, CHALLENGES, LESSONS LEARNED AND BEST PRACTICES

- What difficulties have been encountered by the various parties involved in implementing the project (WAHO, STR-UNFPA-WCARO, implementing partners)?
- What challenges did WAHO and STR-UNFPA-WCARO face?
- What are the lessons learned from project implementation?
- What good practices can be learned from project implementation?

6. RECOMMENDATIONS

- What are the key recommendations for improving the effectiveness and efficiency of SWEDD+ project implementation?

D. DATA COLLECTION METHODS AND TOOLS

Data will be collected in the following ways:

- Documentary review using review guides
- Semi-structured direct interview using a guide with :
 - SWEDD project TTLs at the WB;
 - WB specialists in charge of financial management, procurement, monitoring-evaluation, gender, etc.
 - Department Director (D/DHAS/CEDEAO)
 - WAHO Director General
 - WAHO DG's legal advisor
 - Directors of WAHO departments and CRCM
 - Members of the WAHO PMU

E. ETHICAL CONSIDERATIONS

The WAHO assessment team must respect the ethical rules inherent in consultations commissioned by WAHO. These principally involve (i) obtaining the informed consent of all interviewees, (ii) keeping confidential all personal data collected.

F. DATA PROCESSING AND ANALYSIS

The data collected will be processed manually and electronically. Data analysis will be carried out in order to answer all the study questions in accordance with the processing and analysis plan of the validated and adopted technical proposal, and to present the results in the appropriate formats.

G. DURATION OF THE CONSULTANT'S ASSIGNMENT

The assignment is scheduled to last 40 calendar days from the date of contract signature.

H. EVALUATION PERIOD

The evaluation will cover the entire duration of the SWEDD project, i.e. from April 2015 to December 31, 2024.

I. MAIN TASKS OF THE CONSULTANT

The Consultant's tasks will be to:

- Propose a technical and financial offer to accomplish its mission containing:
 - A narrative summary of its understanding of the assignment,
 - The recommended methodology for carrying out the assignment,
 - A detailed work schedule,
 - A detailed plan for writing the evaluation report;
 - Detailed curricula vitae demonstrating the expertise of each member of the consulting firm in the evaluation of regional projects and programs,
- Carry out data collection with the support of WAHO staff under the coordination of the Project Management Unit through :
 - A thorough review of all administrative, legal and technical documents relating to the implementation of the project;
 - Review all budgeted work plans, terms of reference (ToR), progress and activity reports produced during project implementation.
 - Conduct interviews, observations as provided for in the validated methodology;
- Process and analyze the data collected according to the chosen plan;
- Draft and submit to WAHO and STR-UNFPA/WCARO the provisional report of the final evaluation of the project and collect comments;
- Finalize and transmit to WAHO the final evaluation report after taking into account comments;

J. CONSULTANT'S QUALIFICATIONS

The consultant must be a consulting firm with relevant experience in project/program evaluation including projects/programs financed by technical and financial partners including the World Bank. The firm must



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have experience in the execution/evaluation of regional projects/programs and experience in the health sector.

It must have a team comprising experts with the following profiles and experience:

1. An expert in planning/monitoring/evaluation or in sociology with at least ten (10) years of professional experience and having participated in development project/program evaluation missions, including those financed by the World Bank, mission leader;
2. An expert in community interventions, including social norms and gender-based violence and harmful practices, level BAC+5, with at least seven (07) years' professional experience and having participated in development project/program evaluation missions;
3. An expert in public health at BAC+5 level with a strong knowledge or specialization in the supply chain of health products and knowledge of human resources management in health, and with at least seven (07) years' professional experience and having participated in development project/program evaluation missions;
4. An expert in Population and Development or a statistician /Demographer with BAC+5 level and at least five (05) years of professional experience and having participated in development project/program evaluation missions.

K. DELIVERABLES

The expected deliverables of the evaluation are: (i) an inception report, (ii) an interim report to be submitted at the end of the mission, (iii) a final report after taking into account the comments of the various stakeholders on the interim report (to be forwarded to WAHO, UNFPA and the WB for validation); (iv) a final report effectively validated by WAHO, UNFPA and the WB; (v) all data collection, processing and analysis tools completed; (vi) presentations made in various forms at the feedback meetings (Powerpoint, Word, Excel, etc.); (vii) a draft report on the results of the survey; (viii) a final report on the results of the survey.), (vii) a draft article on the results of the evaluation for study by WAHO, UNFPA and the WB, (viii) the article validated after the comments have been taken into account (ix) a final report on the implementation of the service contract.

L. MISSION FUNDING

The activity is planned to be financed by the SWEDD-2 project on budget line N° W40001003323 on account number 170040359029.