FORUM OF FEDERATIONS

"EMPOWERING WOMEN FOR LEADERSHIP ROLES IN THE MIDDLE EAST AND NORTH AFRICA REGION: JORDAN, MOROCCO AND TUNISIA"

Summative Evaluation and Impact Assessment

REQUEST FOR PROPOSALS

An independent assessment of the results and impacts of the "Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia" project is being commissioned to assess progress and verify if the project has achieved its intended results. **The Forum is seeking to hire an evaluator consultant to conduct this exercise.**

August 2023

1. THE ASSIGNMENT

The Forum of Federations (www.forumfed.org) is at the final stages of implementing the implementing the project on "*Empowering Women for leadership Roles in the Middle East and North Africa (MENA) Region: Jordan, Morocco and Tunisia*" (named: Project). The eight-year three-country with regional elements Project runs from September 2016 to June 2024 and is funded by Global Affairs Canada (GAC) (see https://forumfed.org/development-assistance-programs/mena/).

1.1. Rationale and Purpose

This summative evaluation and impact assessment is being commissioned to assess the results, impacts and sustainability achieved by the Empowering Women for Leadership Roles project since its inception.

The project operates in three countries – Jordan, Morocco and Tunisia – with a regional/multi-country framework using a common set of outcomes and indicators, with shared implementation strategies. The review exercise will help explore and determine whether, how and why the Forum's innovative interventions in the three project countries, including the regional elements, had a (causal) effect on organizational and individual beneficiaries.

The Project has a robust amount of quantitative and qualitative data available for each year, country/region, sub-project and indicator according to the project's Theory of Change, Logic Model and Performance Measurement Framework, including financial, administrative and results-based analyses. In addition to semi-annual progress reports, the project has completed two qualitative studies on "Most Significant Impact: Stories of Change"; a review of intermediate indicators; annual Steering Committee reports; several research papers, symposia; as well as many media articles. A project monitor has accompanied the initiative since the beginning, providing ongoing guidance on measuring progress.

Looking at the OECD-DAC Evaluation Criteria, because substantial data and analyses are readily available on evidence of the project's relevance, coherence and efficiency in the above-mentioned reports, for greatest utility this final assessment should focus primarily on the following for each country and regional elements:

   a. Project **effectiveness** in achieving intended results in terms of ultimate (long-term) and intermediate outcomes as identified in the Project's Theory of Change, Logic Model and Performance Measurement Framework – see accompanying information package;

   b. Project **impact**(s) and the difference that it has made on partner institutions and individuals (and in relation to other alternatives);

   c. Project **sustainability** and lasting effects;

   d. In addition, develop **overall findings, conclusions, recommendations and lessons** to inform implementation and future design, drawing on all six dimensions of OECD-DAC evaluation criteria (Relevance, coherence, effectiveness, efficiency, impact, and sustainability).

The assessment will require expertise in evaluation theory and practice related to feminist evaluation; governance, institution-building and machinery of government; and change management.

1.2. BACKGROUND INFORMATION

1.2.1. Development Context

The political and cultural climates of countries in the MENA region have contributed to the marginalization and underrepresentation of women within political, civil, and academic spheres. As a result, countries in the region experience various social, economic, and political impairments since women empowerment is a crucial vector for advancement. Furthermore, a lack of female participation in influential roles impedes the development of democratic systems which are essential to fostering sustainable development.

Women have played pivotal roles in the political history and progress of Jordan, Morocco, and Tunisia. However, their substantial influence in these movements has not led to a commensurate increase in the number of women in political and decision-making positions.

Although there have been challenges in achieving gender equality, numerous strides have been made over the years. Despite this progress, it is crucial to maintain an upward trajectory and contribute to eradicate social and cultural barriers that aim to decrease or sustain the present number of women representatives and women who are politically active, empowered, and equipped to take up leadership roles. In more recent times, the COVID-19 pandemic has accentuated, and reinforced challenges faced by women in the three countries. This includes a strengthening of the economic crisis, the weakening of vulnerable groups in society, and the decline in the economic inclusion of women combined with the increase in violence against them.

In its mandate to advance gender equality and inclusive governance, the Forum of Federation aims to help achieve these goals through the *Empowering Women for Leadership Roles in the Middle East and North Africa Region (Jordan, Morocco, and Tunisia)* project.

The project was approved in September 2016 and is funded by Global Affairs Canada (GAC) for a seven-year three-country program, with regional elements. It is designed to advance inclusiveness, aims to increase the capacity of women to engage in leadership roles and governance processes, and enhance the ability of women and men to influence policies pertaining to inclusiveness in the MENA region, specifically in Jordan, Morocco, and Tunisia. Concrete program implementation began in 2018 after the elaboration and approval of the Project Implementation Plan (including approval of the Logic model, indicators and theory of change), the completion of the baseline assessment and the registration and administrative requirements for set-up for each country. Due to COVID delays, the project was later granted a seven-month no-cost extension taking the project to June 2024.

1.2.2. Description of the Development Intervention

The "Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia" is a project aiming at increasing the capacity of women to engage in leadership roles and governance processes; enhance the ability of women and men to influence policies on gender equality; and overall, advance inclusiveness in governance.

The program adopts a strategic approach based on four underlying principles:

- Provision of leadership skills training to enhance the leadership capacities of women (established and youth).
- Facilitation of networking between the targeted female stakeholders and established women leaders to enable leadership knowledge transfer and sharing of experience.
- Development and dissemination of materials to foster increased awareness on women's leadership and empowerment amongst women and men.

- Enhancing the capacity of local organizations and actors to train and impart knowledge in women's leadership and empowerment to fellow citizens.

The project's numerous activities are implemented in collaboration with varying local partners: institutions, non-governmental organizations and government ministries.

1.2.3. Stakeholders

The project's stakeholders are to be consulted throughout the end-line review process. This is required to ensure a robust quality assurance throughout the end-line review process. The stakeholders include government coordinating partners, Global Affairs Canada (GAC), implementing partners, and direct beneficiaries[1]. Note: several stakeholders have indicated weariness and evaluation fatigue, and most are anxious about future funding. Thus, the Consultant will NOT initiate dialogue or share draft deliverables with stakeholders without Forum's approval.

The project activities target four primary groups of stakeholders:

i. Future leaders – women in middle level administrative positions with capacity to assume higher leadership roles, trade union members, youth (university and high school leaders) and potential women candidates for political parties.
ii. Established leaders including legislators, political and administrative leaders.
iii. The public – women and men
iv. CSOs and institutions (governmental and non-governmental).

1.2.4. Project Management

The project is directed by a Senior Director based in Ottawa who is supported by a Regional Director based in Tunisia who is also the Tunisia Country Director. It is implemented on the ground by country teams, each led by a Country Director. Both the Ottawa and Country Directors are supported by a team of RBM, finance and logistics officers, plus the occasional input of a project monitor specializing in gender, governance and evaluation. The working languages of the project are Arabic, English and French, with English as a common language.

The project is implemented under one logic model, one theory of change and a common set of indicators.

2. EVALUATION ASSIGNMENT

Given the dispersed geographic nature of this project and the complexity of coordinating the review process, this assessment will be carried out by a consultant or a team of consultants with capacity to perform multi-country review obligations (Canada, Jordan, Morocco, and Tunisia). Any consultant hired must not have been directly involved in program implementation.

The evaluation team will coordinate and supervise the overall exercise in consultation with the women's leadership project management team, including designing the methodology, workplan and consolidating feedback on draft and final reports and presentation.

The lead consultant will coordinate and supervise the overall exercise. Bidders can choose to (a) propose their own full team, including field-based evaluators in Jordan, Morocco, and Tunisia OR (b)

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[1] Primary stakeholders must be disaggregated by sex whenever possible and appropriate.

work with Forum to identify and select the field-based evaluators. Preference will be for option a in view of time constraints.

All members of the evaluation team must possess a mix of evaluative experience, skills, and thematic knowledge. In particular, the team must have the capacity to ensure that gender equality is taken into account in all aspects of the exercise (i.e. design, data collection, analysis and reporting), with expertise in governance and change management (government, civil society, community, individual).

2.1. Scope of work

The assessment will evaluate the following for the project's lifecycle from 2016-present in Jordan, Morocco, Tunisia, and regionally/multi-country:

a. Project **effectiveness** in achieving intended results in terms of ultimate (long-term) and intermediate outcomes (as identified in the Project's Theory of Change and, Logic Model and Performance Measurement Framework (PMF) – see accompanying information package);
   i. Participate in the Final Indicator Measurement Exercise[2] required by GAC on intermediate and ultimate results, using PMF format and data;
   ii. a side-bar reflection on the extent to which the project has advanced Canada's Feminist International Assistance Policy (FIAP) which emerged after the project began;
b. Project **impact**(s) and the difference that it has made on partner institutions and individuals (and in relation to other alternatives);
   i. describe the project's design and process for transformative learning as a graphic illustration or process map.
c. Project **sustainability** and lasting effects.
d. Summarize findings, **conclusions, recommendations and lessons** to inform implementation and future design, drawing on all six dimensions of OECD-DAC evaluation criteria.

The contractor will propose the most suitable methodology(ies) and evaluation questions to assess the above. Use of case examples, outcome harvesting and other summative methods for future learning is encouraged.

2.2. Deliverables & Schedule

The evaluation will require the following deliverables in English.

The evaluation must conform to the OECD/DAC (2010) Quality Standards for Development Evaluation, as well as Global Affairs Canada project evaluation guidelines and procedures. Additional guidance may be drawn, only as relevant to the project's purpose, from the Government of Canada's Gender Results Framework, Canada's Feminist International Assistance Policy (FIAP) and the Gender Equality and Empowerment Measurement Tool.

a. **METHODOLOGY & WORKPLAN**

   i. **Work Plan**: develop and submit a draft work plan, including methodology and evaluation questions with rationale, to the Forum within two (2) weeks of signing the contract.

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[2] This is a specific report which, in addition to gathering substantive data on a range of indicators in the final year of the project, will also illustrate the process and complexities of results reporting. The Forum will arrange a briefing for the evaluator on GAC's technical requirements in order to understand data end-use objectives. The Forum will be collecting the data using existing frameworks and will invite the evaluation team to assist in interpreting findings.

ii. **Final Work Plan**: Within one (1) week of receiving comments, the lead consultant will submit a final work plan to be approved by the Forum.

b. EVALUATION RESEARCH

The Consultant team will conduct the evaluation exercise for all three countries, with a regional element, using approved methodology and scope.

iii. **Debriefing/Validation Sessions**: Conduct a post-mission virtual debriefing session for the Forum within two (2) weeks of conducting virtual or in-situ fieldwork.
iv. **Develop Country Chapters:** Each country report must have been validated by the Forum's country Director.

c. REPORTING FINDINGS

v. **Draft Evaluation Report and presentation of findings**: By 31st of January 2024, the lead consultant will submit a draft project evaluation report to the a for review and comment. This should include a summary note and a presentation in order to validate the findings, conclusions, recommendations, and lessons of the assessment with the project team and select GAC representatives.
vi. **Final Revised Report:** The lead Consultant will submit a final end-line review report to the Forum incorporating comments no later than **29th of February 2024.**

d. SCHEDULE

vii. The entire multi-country evaluation exercise and consolidated evaluation report must be completed no later than –29th February 2024 as suggested below:
a. October – finalizing workplan, methodology and field work organization.
b. November and December: Field work and fact finding.
c. January and February: Reporting

The assessment exercises and field missions will be carried out between October – December 2023, respecting national and cultural holidays and work hours in Canada, Jordan, Morocco, and Tunisia.

2.3. ROLES AND RESPONSIBILITIES OF THE EVALUATION TEAM LEAD

Responsibility: The lead consultant will have the overall responsibility for:

- Ensuring that all products and tools adhere to the *OECD/DAC (2010) Quality Standards for Development Evaluation* and *Global Affairs Canada Approach to Feminist Evaluation Practices*
- Managing the evaluation process with the approved work plan
- Developing a coordination and supervisory process to ensure that the three (3) country consultants can work effectively to deliver country input for the consolidated report.
- Developing the methodology and evaluation questions in collaboration with country leads
- Preparing and submitting all deliverables for revision and approval by the Forum
- Ensure that relevant stakeholders are consulted throughout the evaluation process.
- Reporting regularly on progress to the Forum; the frequency must be stated and agreed in the workplan and methodology to be elaborated.
- Quality assurance for all deliverables and collaborative processes

Profile: The evaluation team leader should have the following experience/knowledge/expertise:

- At least master's degree in social or related sciences.
- At least 5 years' experience in evaluation mandates that are similar to the one for this end-line review; Certification in monitoring and evaluation processes an asset.
- Strong background in impact assessments, results-based management (RBM), strategic planning and M&E especially for governance and international development projects. Excellent and comprehensive knowledge, in theory and practice, of monitoring and evaluation options.
- Specialist-level knowledge of gender equality, women's leadership, and inclusive governance.
- Strong knowledge of the Government of Canada's Gender Results Framework and Canada's Feminist International Assistance Policy (FIAP)
- Knowledge of the OECD/DAC (2010) Quality Standards for Development Evaluation.
- Familiarity with Global Affairs Canada's working processes and procedures.
- Very well organized and able to lead a collaboration process with other experts in a multi-location team.
- Recent experience working in the MENA region is an asset;
- Language: English and French (Arabic an asset[3]); all deliverables must be in English.

3. THE PROPOSAL

Interested candidates are invited to submit a technical and financial proposal not exceeding 10 pages including annexes, detailing their work approach considering the tasks presented in this Request for Proposals.

3.1. Technical proposal

   i. **An explanation of the methodology proposed for the evaluation.** The methodology section is the most important section of the work plan. The Consultant must identify evaluation questions and explain the selection of the proposed approach and must also specify and justify the overall review design. Thus, to describe and explain the methodology and its application the Consultant shall detail the proposed techniques for both data collection and data analysis (note: specific details on techniques for analysis of change and of gender-sensitive data must be provided). The rationale for choosing those techniques must be provided and potential limitations and shortcomings explained.

   ii. **A proposal for a work plan:** The potential Consultant will propose a work plan that will operationalize and direct the evaluation. The proposal must indicate the start and end date of each activity. The work plan will be elaborated based on the information presented in this Request for Proposal to bring greater precision to the planning and design of the evaluation.

   iii. **A Curriculum Vitae** indicating relevant experience, technical qualifications, and language proficiency.

   iv. **References for similar work carried out previously.**

3.2. Financial Proposal

   v. **The proposed budget cost (in CAD) and level of effort expressed in days (7.5 hours per day)**. The financial proposal will include all costs related to this assignment.

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[3] Group and individual interviews with beneficiaries will mostly require to be conducted in Arabic.

3.3. <u>**Proposal submission**</u>

The proposal must be prepared in English.

Proposals must be submitted by 25th August 2023, before midnight.

Please send your proposals by email to the following addresses: <u>embounou@forumfed.org</u> with copies to <u>adeniran@forumfed.org</u>.

Following a review of the proposals, the Forum will contact <u>only</u> shortlisted candidates.

4. ANNEXES

– Theory of Change
– Logic Model
– Performance Measurement Framework
– Project organization chart

Empowering Women for Leadership roles in the Middle East and North Africa Region: Jordan, Morocco and Tunisia

Theory of Change

Intermediate Outcomes

The assumption of this project is that

if more women participate in social, cultural and political power structures and decision-making (intermediate outcome 1); and

if women and men's ability to positively shape governmental and non-governmental policies, programs and activities that affect women's inclusion in social, cultural and political spheres are enhanced (intermediate outcome 2); and

if women are where policies are made, given the right conditions,

then policies start to address the challenges that women confront in their daily lives;

then the targeted MENA region will make a significant step towards inclusive governance (ultimate outcome);

Because evidence shows:

- women's presence in leadership positions shapes gender norms in the long-term (O'Neil and Plank, with Domingo, 2015), creating a normalizing effect for society and thus paving the way for more women's leadership;

- that this work involves raising the consciousness of men and women who can then become effective agents of change inside and outside state structures (Domingo et al, 2015);

- that capacity-building are essential features of a successful project (O'Neil and Domingo, 2015; O'Neil and Domingo, 2016; and Domingo et al, 2015);

- that supporting women's leadership in civil society and in media changes the narrative of women's leadership. These areas also function as a training ground for political candidates (O'Neil and Plank, with Domingo, 2015);

- that partnering with women's organizations increases the likelihood of long-term advances in gender equality (O'Neil and Plank, with Domingo, 2015). The stronger the women's movement, the more the leverage of equality-seeking people inside decision-making structures.

The Forum assumes that each aspect of the project will strengthen and feed into other dimensions of the project and that a horizontal approach will have a higher success rate than a one-dimensional approach. This is because women's ability to play leadership[1] roles is dependent upon "the interactions between social structures, norms and rules, women's capabilities and strategic actions, and political opportunities. » (O'Neil and Domingo, 2016). Multiple conditions need to be met to achieve substantial and long-lasting

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[1] " Leadership means the individual and collective capabilities to mobilize 'people and resources (economic, political and other) in pursuit of particular ends' (Lynne de Ver, 2009). This includes (…) the ability to navigate power relations to secure desired outcomes through contestation and negotiation, the co-option and persuasion of allies and the outmaneuvering of opponents. Leadership therefore involves the ability to influence the ideas and behavior of others and is effective when it translates into outcomes (…). "Joseph Wales. 2016. " Women and power: What can the numbers tell us about women's voice, leadership and decision-making? "https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/10276.pdf

changes in policy and practice. This requires mobilizing multiple actors and considering multiple dimensions of the issue. No single action is enough to strengthen women's participation.

Research suggests that women's successes and failures are mediated by "the deeper social, economic and political endowments, groupings and patterns that shape a society" that tend to persist over time and that need to be addressed in the project design (O'Neil and Domingo, 2015). Therefore, capacity-building, men's awareness, public understanding, improved institutional mechanisms are necessary means to achieve inclusive governance in areas such as the political sphere, the media, and civil society.

Immediate Outcomes 1110 and 1120

The assumptions are that

if the Forum of Federations in partnership with local partners offers opportunities for: capacity building, dialogues and knowledge transfer for established leaders to equip them to fully perform their leadership roles (Output 1111) and dialogues, exchanges, and experience sharing on transformational leadership between established women leaders and women in inland regions of the country (Output 1112),

then skills among women leaders will be enhanced to assume leadership roles, support and strengthen existing mechanisms for institutionalizing equality, and participate in decision-making processes (Immediate Outcome 1110); and

if the Forum of Federations in partnership with local organizations offers opportunities for: dialogues and training activities in leadership skills, women's empowerment and governance for future female leaders (Output 1122); and student mentoring internships with prominent female leaders involved in governance and decision-making processes in political, civil society, and academic spheres (Output 1122),

then skills among the future generation of female leaders to assume leadership roles and participate in decision-making processes will be developed (Immediate Outcome 1120)

because the evidence shows that

- Dialogue and knowledge sharing events can be a catalyst for change. According to NDI, women leaders testified that the camaraderie developed during knowledge sharing events, especially those that brought women together more than once, have helped women leader build relationships, share knowledge and take action together (National Democratic Institute, 2013);

- Parliamentary exchanges have been proven to aid gender mainstreaming as parliamentarians learn from their colleague from other countries where an exchange of views and experiences with peers fosters collective understanding. For example, after a visit to Scandinavian parliaments, female legislators from Macedonia established a law on equal opportunity; the first of its kind in the region (National Democratic Institute, 2013).

- Bringing women together across party lines can generate new collaborations. According to NDI, at the outset, there is hesitation to work together but after a short while, strong relationships that lasted after the training session were developed leading to meaningful results. For example, in Azerbaijan, where USAID sponsored a Women's Leadership Conference to foster policy dialogue among more than 100 stakeholders, including CSO and government representatives, 22 policy recommendations were developed and submitted to the Cabinet of Ministers. Organizations (British Council, USAID, and Women Deliver, for example) have found that dialogue events have proven to produce positive changes for gender equality (DiLanzo) (Domingo, et al., 2015) (British Council, 2017) ;

- Breaking down women's isolation in male-dominated spheres of influence and building a sense of common purpose can help women generate collective power to offset the negative effects of sexist discrimination. Supporting women's ability to navigate sexist cultural, social and political structures empowers them to become more influential leaders (O'Neil and Domingo, 2016);

- Supporting women's collective organizing is a demonstrated effective method in raising women's leadership and engendering change in social, cultural and political practices and policy (O'Neil and Plank, with

Domingo, 2015; O'Neil and Domingo. 2016). "Organizations, alliances and collective action matter – precisely because they are marginalized politically, women's collective strength is critical to amplify (elected women's) power." (O'Neil and Domingo, 2016).

- Transformational leadership requires a connection between leaders and the organized autonomous women's movement. "Women's power is also strengthened through connections between women within and outside the state, and across different sectors (e.g. politicians, judges, academics, service providers, activists)". It is therefore essential to strengthen women's leadership in media, in unions, all areas that influence policy, attitudes, and practices (Domingo et al. 2016) and to facilitate contact between them;

- "Legal and technical knowledge and education, more generally, can enhance women's voice and credibility and, therefore, capacity for influence." (Domingo et al, 2016);

- Developing a strategic understanding of power, politics, and communication allows women to better advance individual and group objectives (ibid). (Potential) leaders need to learn how to "adapt messages, arguments and tactics according to what is most likely to work" (ibid). In Jordan, for example, after women political leaders had received training on leadership and communication, they were able to facilitate better open communication with their constituents by organizing town halls; and sixteen female MPs could now speak on women-focused legislations, National budget debates and on bills relating to citizenship, security, labor, and personal status in parliaments (Krook, Ashman, Moughari, & Pournik, 2014).

- Rather than focusing exclusively on the established leaders, which is what most programs for women's leadership have done in the past, this project will also give focus to younger women/and girls to build their confidence and interest in public participation at a young age. We want to help develop the next generation of women leaders. Targeting girls and young women earlier in the process will lead to increased interest in leadership, better and would ensure that women are still present as leaders in the future and gains in gender equality and inclusiveness made now, do not disappear (O'Neil, Plank, with Domingo, 2015).

Immediate Outcomes 1210 and 1220

The assumptions are that

if the Forum of Federations and its local partners generate publications and publicity materials on female leadership, inclusive governance, and empowerment issues (Output 1212) and develop sensitization activities for increased awareness and change of attitudes on women's leadership among women and men in the public (Output 1211);

then there will be an increased awareness of women's leadership and empowerment among men and women (Immediate Outcome 1210); and

that if the Forum of Federations trains trainers (TOT) and develops training materials and programs of CSOs and institutions, available to train and increase knowledge on the principles of inclusive governance, leadership skills, and women empowerment. (Output 1221);

then the capacity of local CSOs and institutions to positively influence policies and programs for women's leadership to achieve inclusive governance will be strengthened (Immediate Outcome 1220),

because the evidence shows that

- "Social norms are another dimension of the world of informal institutions that either enable or constrain political voice and influence. Patriarchy and gender hierarchies (manifest in public attitudes, biases, and behavior) are a primary constraint on women's voice, leadership and influence in private and public life, and across the social, political and economic spheres" and therefore that "(a)advancing gender equality agendas involves contesting and redefining the political settlement. (…) The receptiveness of key veto

players to women's demands is also important." (Domingo et al., 2016) Part of this achieved through sensitization efforts;

- media play a significant role in shaping public discourse and understanding. They can hinder or facilitate advances in women's leadership. According to NDI, female MPs are seemingly gaining traction because the media is seeking to get their perspectives on issues. Their ability to be able to engage with the media successfully is partly because of training they have participated in. In Mongolia, an awareness campaign on television that lauded the achievements of women and portrayed women as viable and competent candidates helped increase the number of women elected to parliament from 3 to 9. Also, in Kenya, the Association of Media Women trained 106 journalists on gender-sensitive reporting which led to positive and accurate coverage of women political leaders (Krook, Ashman, Moughari, & Pournik, 2014).

- broad-based sensitization activities addressing multiple stakeholders contributes positively over-time to changes in social norms and that this requires engaging "whole communities, including men and boys, and particular male leaders" (O'Neil and Plank, with Domingo, 2015). Engaging men in the process is key to generating the political support necessary to implement changes in practices and policy (O'Neil and Domingo, 2016). Girls and women who receive the support of men in their entourage face fewer obstacles in the private sphere. As recent studies reveal, admiration, respect, and affection in father-daughter relationships are a vital component of successful women. Also, the father's roles are important in how boys interpret gender equality (DiLanzo);

- developing long-term relationships with partners is also key for the success of work on inclusive governance (Domingo et al 2016) which is why the project is designed in constant contact with women's organizations on the ground and that much of the training of trainers supports women's organizations (O'Neil and Plank, with Domingo, 2015). Strong women's organizations, in particular, strong feminist organizations, that seek to advance gender equality, are known to give women more influence over government decisions and policy (O'Neil and Domingo, 2016); "Women's civic associations are an important, but in many countries under-used, resource for feminist politicians and bureaucrats." (Domingo et al., 2016);

- the training of "gender advocates and sectoral experts that are well placed in, and able to strategically navigate, political and institutional opportunity structures is often also critical to women's influence." (Domingo et al, 2016). This why a sizeable portion of the activities focuses on the training of trainers. TOT ensures that the training and the skills that have been passed to a smaller group do not end with them. TOT will also help disseminate information and knowledge and it is far-reaching and cost-effective. USAID records a progress from 3% of trainees in Mongolia to 55% of trainees in Sierra Leone who later became political candidates (Krook, Ashman, Moughari, & Pournik, 2014).

Key Risks

When women mobilize for the redistribution of power and resources, there is always a risk of resistance, even a backlash (Domingo et al, 2016). In such a context, women need to strengthen their strategic and tactical understanding of social change while learning to build dialogue, trust, and alliances. Collective action gives women more influence than they would have as individuals, helping them to act in the face of resistance and backlash (O'Neil and Domingo, 2016). This is also why men need to be engaged as allies. The more men who are able and willing to speak up on behalf of gender equality, the easier it is to mitigate any potential backlash. Building a network and coalition of women will also help mitigate this problem.

There is a risk that only elite women will benefit from the new opportunities for women to gain access to public office at the local level. "Obtaining access to public positions and political decision-making often requires money and connections and, in some cases, higher education and technical expertise. (…) Women from marginalized social groups are less likely than those from dominant social groups to have the social and economic assets to enable them to take advantage of new opportunities for political power." (O'Neil and Domingo, 2016). These risks need to be offset by conscientious plans to move outside traditional areas of training, away from the main cities towards the more rural and remote areas of the country and by focusing on local communities where the pathways to power are not as entrenched, as seen by the election

of unprecedented numbers of women in Morocco. This also justifies supporting grass-roots training offered by women's organizations to a wide array of women, not only those who have elite connections.

Overemphasizing the election of women at the expense of other dimensions of inclusive governance is a risk. It has been found that electing more women alone is insufficient to lead to inclusive public policy. One cannot underestimate the obstacles women face when trying to bring about policy change. Therefore, it is important to work horizontally to shape policy, attitudes, and practices.

Women don't always share common interests. They can be divided by class, belief, sexuality, region, race, education. It is, however, possible for them develop understanding and solidarity through dialogue about their experience as women leaders. In so doing, it has been found that women, more than men, tend to develop a feminist analysis of leadership and politics. This makes it possible to lay the groundwork for working together.

The Forum adopts a non-partisan approach in selecting its partners. However, the main progress in gender equality in Jordan and Morocco has been leadership that is largely due to the King, the royal family as well as donor priorities (Spratt, Toukan, Lopez, & Kayed, 2014). This, however, poses a threat to the sustenance of gains if the political situation changes. The challenge of the project then is to facilitate the anchoring of gender equality goals by supporting local organizations who share this value.

The fact that the three countries have unique complexities makes it difficult to assume one idea or solution is true for the three countries (who within their borders are culturally diverse). However, to mitigate this risk, having deep knowledge of the site where the intervention is to occur is important because gender norms, civil and political institutions, and practice vary in various places. Local knowledge is critical. With the knowledge of its local coordinating (government organizations) and implementing partners (local non-governmental organizations), the Forum can address the aforementioned issue. Also, the Forum employed citizens of the target countries to help develop its framework for the project. The Forum, therefore, has a strong grasp of gender norms, civil and political institutions and practices in the three target countries.

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Logic Model: Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco and Tunisia

ULTIMATE OUTCOME	1000 Advanced inclusiveness in governance in the targeted MENA region.			
INTERMEDIATE OUTCOMES (X)	1100 Increased participation of women in social, cultural, and political power structures and decision making.		1200 Enhanced ability of women and men to positively shape governmental and non-governmental policies, programs, and activities that affect women's inclusion in social, cultural, and political spheres.	
IMMEDIATE OUTCOMES	1110 Enhanced skills among existing women leaders to reinforce their capacity to support mechanisms for institutionalizing equality and increase their influence in decision-making processes.	1120 Developed skills among the future generation of female leaders to assume leadership roles and participate in decision-making processes.	1210 Increased awareness of women's leadership and empowerment among men and women.	1220 Strengthened capacity of CSOs and institutions to positively influence policies and programs for women's leadership to achieve inclusive governance.
OUTPUTS	1111 Capacity building, dialogues and knowledge transfer for established leaders to equip them to fully perform their leadership roles.	1121 Dialogues and training activities in leadership skills, women's empowerment and governance for future female leaders (unions, civil service, political parties, university/ high school students (e.g. familiarity with political systems and governance principles, public speaking & media, obstacles to women's empowerment; managing adversity; and perceptions of female leadership).	1211 Sensitization activities for increased awareness and change of attitudes on women's leadership among women and men in the public.	1221 Trained trainers (TOT) and developed training materials and programs of CSOs and institutions, available to train and increase knowledge on the principles of inclusive governance, leadership skills, and women empowerment.
	1112 Dialogues, exchanges, and experience sharing on transformational leadership between established women leaders and women in inland/rural regions of the country.	1122 Student mentoring internships with prominent female leaders involved in governance and decision-making processes in political, civil society, and academic spheres.	1212 Publications and publicity materials on female leadership, inclusive governance and empowerment issues.	1222 Operational management structure for project implementation

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Title	Empowering Women for Leadership Roles in MENA	Number	D-002278-001	Team Leader	Sheela Embounou
Country/Region/ Institution	Jordan, Morocco and Tunisia	Budget	$15,988,336	Duration	September 2016-June 2024

EXPECTED RESULTS[1]	INDICATORS[2]		BASELINE DATA	TARGETS[3]	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
ULTIMATE OUTCOME								
1000 Advanced inclusiveness in governance in the targeted MENA region.	Number of strategic documents/plans/policies/ guidelines updated / developed addressing advancement of inclusiveness and gender equality	+ X	78	90	Publications; gender reports; public thematic reports; ministries/ institutions reports.	Desk research; Document review; standby reports; Key Informant interviews (KIIs); Focus group discussions (FGDs); Observation.	End of Project	Forum project team
	Level of quality (on a scale of 1-5) of initiatives undertaken in target countries which advance and promote inclusive governance in target countries	+ X	3.1	3.8	Project beneficiaries; institutional actors; Reports by international actors.	Desk research; Document review; KIIs; Observation.	End of Project	Forum Project team
INTERMEDIATE OUTCOMES +								
1100 X Increased participation of women in social, cultural, and political power structures and decision making	Ratio of women to men leading or participating in political power structures (elected bodies, central and local administration, political bodies, professional corporations, and citizen participation bodies)	+ X	15.26	21.43	Observation reports; Ministry of statistics; publications; National and International gender gap reports.	Observation; Document review; Press review	Project Mid term; End of Project	Forum Project Team
	Level of capacity (1 to 5 scale) of women in governance and influencing decision making processes at local / national government and non-	+ X	2.7	3.6	Published literature; project activity reports; women at nongovernmental, governmental, local and national levels;	Surveys; FGDs; KIIs;	Project Mid term; End of Project	Forum Project Team

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PERFORMANCE MEASUREMENT FRAMEWORK (PMF)

Version: 4   **Date:** 2023-07-21

EXPECTED RESULTS[1]	INDICATORS[2]		BASELINE DATA	TARGETS[3]	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
	governmental levels in target countries							
1200 **X** Enhanced ability of women and men to positively shape governmental and non-governmental policies, programs, and activities that affect women's inclusion in social, cultural and political spheres	# of new policies developed during the life of the project to support inclusive governance	**+** **X**	17	25	Forum's Implementing organization's reports; published literature.	Document review; press review; Desk research.	Project Mid term; End of project	Forum Project Team
	Level of engagement (on a scale of 1-5) of women and men in the development of new public policies on inclusive governance (data disaggregated by gender, age, region, organization type)	**+** **X**	2.4	3.6	Public; Project beneficiaries; Project stakeholders.	Surveys; FGDs; Post-activity Questionnaires.	Project Mid term; End of project	Forum Project Team
IMMEDIATE OUTCOMES **+**								
1110 **X** Enhanced skills among existing women leaders to reinforce their capacity to support mechanisms for institutionalizing equality and increase their influence in decision-making processes	%/total trained women leaders who demonstrate ability to strengthen mechanisms for institutionalizing equality and participating in decision-making processes	**+** **X**	33.3%	70%	Women leaders; experts (trainers); project's implementing organizations.	Surveys; FGDs; KIIs; Expert reports.	Annually	Forum Project Team
	Level of confidence (on a scale of 1-5) of trained women leaders in their ability to progress to higher levels of responsibility; advance, strengthen and institutionalize gender equality and inclusive governance	**+** **X**	3	3.8	Women leaders; expert (trainers); Activity reports.	Activity questionnaires; KIIs; FGDs; Surveys.	Annually	Forum Project Team

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1120 [X] Developed skills among the future generation of female leaders to assume leadership roles and participate in decision-making processes	%/trained/mentored potential leaders who express increased confidence to assume leadership roles	[+] [X]	16%	78%	Future women leaders mentees; experts (trainers); activity report.	activity questionnaires; KIIs; FGDs; Surveys.	Annually	Forum Project Team
	Level of confidence (on a scale of 1-5) of trained future leaders in their ability to assume leadership roles	[+] [X]	2.5	4	Future women leaders.	activity questionnaires; KIIs; FGDs; Surveys.	Annually	Forum Project Team
1210 [X] Increased awareness of women's leadership and empowerment among men and women.	# of electronic and print articles, media reports, editorials and commentaries that demonstrate the benefits of inclusiveness, women's leadership and empowerment	[+] [X]	25	70	Published and unpublished literature; project's implementing organization.	Media monitoring; Desk research.	Annually	Forum Project Team
	Level of awareness (on a scale of 1-5) of men and women on women's leadership and empowerment in project-targeted areas (disaggregated by gender, age and region)	[+] [X]	2.1	4	Project beneficiaries; public.	KIIs; FGDs; Surveys.	Annually	Forum Project Team
1220 [X] Strengthened capacity of CSOs and institutions to positively influence policies and programs for women's leadership to achieve inclusive governance.	# of CSOs and institutions (whose capacity was strengthened) that integrate components of gender equality, leadership and inclusive governance into their programs	[+] [X]	13	50	project's implementing organizations; Civil Society Organizations (CSOs); Institutions.	Project documents; KIIs.	Annually	Forum Project Team
	Level of confidence (on a scale of 1-5) of CSOs strengthened by the project in their ability to continue producing and sharing knowledge on	[+] [X]	2.2	4	project's implementing organizations; Civil Society Organizations (CSOs); Institutions.	KIIs	Annually	Forum Project Team

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	women's leadership and empowerment						
OUTPUTS **+**							
1111 **X** Capacity building, dialogues and knowledge transfer for established leaders to equip them to fully perform their leadership roles.	# of trainings, dialogues and knowledge sharing sessions organized for women leaders **+ X**	0	210	Project implementing organizations;	Activity report; Sign-in sheets	Semi Annually	Forum Project Team
	Level of satisfaction (on a scale of 1-5) of established women leaders with training subjects' relevance to their work **+ X**	0	4.1	Activity beneficiaries	Pre/post activity questionnaires;	Semi Annually	Forum Project Team
1112 **X** Dialogues, exchanges, and experience sharing on transformational leadership between established women leaders and women in inland/rural regions of the country.	# of women from inland/ rural regions who participate in events with established women leaders **+ X**	0	3,990	Project implementing organizations;	Sign-in sheets	Semi Annually	Forum Project Team
	Level of satisfaction (on a scale of 1-5) of women in inland/rural region about the knowledge gained on transformational leadership **+ X**	0	3.8	Activity beneficiaries	Pre/post activity questionnaires;	Semi Annually	Forum Project Team
1121 **X** Dialogues and training activities in leadership skills, women's empowerment and governance for future female leaders (unions, civil service, political parties, university/ high school students (e.g. familiarity with political systems and governance principles, public speaking & media, obstacles to women's empowerment; managing	# of future women leaders given training in skills, women empowerment and governance **+ X**	0	1,895	Project implementing organizations;	Sign-in sheets	Semi Annually	Forum Project Team
	Level of satisfaction (on a scale of 1-5) of trained future leaders about the knowledge gained on inclusiveness governance and women's empowerment for leadership. **+ X**	0	3.9	Activity beneficiaries	Pre/post activity questionnaires;	Semi Annually	Forum Project Team

adversity; and perceptions of female leadership).							
1122 **X** Student mentoring internships with prominent female leaders involved in governance and decision-making processes in political, civil society, and academic spheres.	# of students who are mentored by female leaders through internship programs **+** **X**	0	130	Project implementing organizations;	Internship reports	Semi Annually	Forum Project Team
	Level of knowledge transfer (on a scale of 1-5) gained from internship program as perceived by mentored students **+** **X**	0	3.9	Activity beneficiaries	Pre/post mentorship questionnaires;	Semi Annually	Forum Project Team
1211 **X** Sensitization activities for increased awareness and change of attitudes on women's leadership among women and men in the public.	# of participants (m/f) reached by sensitisation activities (disaggregated by gender, age and region) **+** **X**	0	11,262	Project implementing organizations;	Sign-in sheets	Semi Annually	Forum Project Team
	%/total of all participants who believe events enriched or provided new understanding on women leadership and/or women empowerment (disaggregated by gender, age and region) **+** **X**	0	53%	Activity beneficiaries	Pre/post activity questionnaires;	Semi Annually	Forum Project Team
1212 **X** Publications and publicity materials on female leadership, inclusive governance and empowerment issues.	# of publications and/or publicity materials developed on the themes of the project **+** **X**	0	270	Project implementing organizations.	Media monitoring; performance reporting.	Semi Annually	Forum Project Team
	# of downloads, time on page viewership, and extent of distribution of publications and publicity materials on the project's themes **+** **X**	0	30,000	Project implementing organizations; Social media;	Media monitoring; performance reporting.	Semi Annually	Forum Project Team

1221 [X] Trained trainers (TOT) and developed training materials and programs of CSOs and institutions, available to train and increase knowledge on the principles of inclusive governance, leadership skills, and women empowerment.	# of trainers trained on the principles of inclusive governance, leadership skills and women empowerment	[+] [X]	0	805	Sign-in Sheets; Activity reports.	Project document review	Semi Annually	Forum Project Team
	%/total CSOs who gained knowledge on project themes to use in their training programs	[+] [X]	0	80%	Project implementing organizations;	Project document reviews	Semi Annually	Forum Project Team
1222 [X] Operational management structure for project implementation	# of reports and plans (Annual reports, mid-year report, final report, and AWP) submitted to GAC	[+] [X]	0	48	Forum Reports Activity/web reports.	Document review.	Semi Annually	Forum Project Team
	%/total of annual work plans approved by the project steering committee	[+] [X]	0	100%	Project Steering Committee reports.	Document review.	Semi Annually	Forum Project Team

Notes:

1. Expected results: from Logic Model
2. Indicators: Gender and Environment where possible
3. Targets: including time range (where possible)

Please access the [RBM How-to Guide](#) to help you fill out this document.

Forum of Federations Project: Empowering Women for Leadership Roles in the MENA Region

Staffing Structure: