



# Request for Proposals

## Daring to Shift: Young Women at the Centre of Inclusive Growth Project - Final Evaluation

### 1. Assignment Overview

DOT seeks a consultancy team to conduct the final evaluation of the Daring to Shift Project, a multi-country project operational in Africa and the Middle East.

Organization	Digital Opportunity Trust (DOT), Ottawa, Canada
Assignment	Final Evaluation
Project Name	Daring to Shift: Young Women at the Centre of Inclusive Growth (Daring to Shift)
Project Location	Core Countries: Rwanda, Kenya, Tanzania, Jordan, Lebanon Expansion Countries: Uganda, Malawi, Zambia, Ghana
Project Dates	November 2019 - November 2023 (4 years)
Funder	Global Affairs Canada (GAC), \$22.9 million CAD
Assignment Timeline	July 10, 2023 - December 15, 2023
Assignment Budget	\$100,000 CAD
Deadline to Apply	Monday, June 19, 5:00 PM EDT

### 2. Organizational Background

Digital Opportunity Trust (DOT) is a Canadian-based not-for-profit organization headquartered in Ottawa, Canada and was established in 2002. DOT has locally managed offices in Africa, the Middle East; Tanzania, Ethiopia, Rwanda, Kenya, and Lebanon and Jordan; Canada and the UK, and we operate in Ghana, Uganda, Malawi and Zambia through partner networks. East. DOT's mission is to mobilize and inspire all underserved and disadvantaged young people with digital literacy, 21st-century skills and the self-confidence that will enable them to thrive in an inclusive digital economy.

Through its programs, DOT enables economically marginalized individuals to access and apply information and communication technologies (ICT) to create educational, economic and entrepreneurial opportunities for themselves. The organization's vision is to make pathways to these opportunities available particularly to young people and women, as a strategy to eradicate poverty, vulnerability and gender inequality. DOT is differentiated by its unique youth-to-youth model, its use of technology as an enabler to achieve economic and social goals, its record of engagement with the private sector, and its commitment to localization. Globally, DOT has trained over 7,000 young leaders who have in turn reached over 3 million young people and community members.

### 3. Project Background

*Daring to Shift* is a multi-country four-year project, primarily funded by GAC and launched in November 2019, focused on the digital inclusion and economic empowerment of young people, particularly young women. The *Daring to Shift* project's goal is to enhance resilience and economic inclusion among participating unemployed and underemployed youth (aged 18 to 35) and their communities in the Sub-Saharan Africa and Middle East regions. Over the course of four years, the project set out to develop and support the leadership and decision-making power of young women to enable them to thrive despite the barriers that they face to take advantage of economic opportunities. The project takes an innovative approach to scaling-up youth empowerment, leadership, and social entrepreneurship. The main programming is in Rwanda, Kenya, Tanzania, Jordan, and Lebanon, with selected programming in Uganda, Malawi, Zambia, and Ghana through local partners.

Among other initiatives, the project offers training programs, access to peer networks, and linkages to partner opportunities that strengthen the leadership, social innovation, entrepreneurship, and enhance the digital inclusion of over 43,000 young women and men (70% young women), encouraging the testing of new solutions to old problems. *Daring to Shift* is also building the capacity of participating organizations and institutions to design, develop, implement, and monitor gender-sensitive strategies that will enhance enabling environments for young women's leadership and economic inclusion. Finally, the project scales gender-sensitive youth-led leadership and economic empowerment programming by providing training, coaching, as well as access to technical and financial support to Youth Champions. These Youth Champions are young women and men driving community change through their own community-based non-profit initiatives that provide economic empowerment, digital inclusion, and leadership training and coaching for their fellow youth.

### 3.1 Project Outcomes

The evaluation will assess progress against the project outcomes, with a focus on the ultimate and intermediate outcomes as follows, with a particular emphasis on Intermediate Outcome 1100.

- **Ultimate Outcome:** Enhanced economic inclusion and resilience among participating unemployed and underemployed youth and their communities in countries of focus.
- **Intermediate Outcome 1100:** Increased participation of young women and men in gender equitable and sustainable social or economic development in countries of focus.
- **Intermediate Outcome 1200:** Strengthened enabling environments supporting young women-led social innovation and economic empowerment in core countries of implementation
- **Intermediate Outcome 1300:** Increased scale and gender-inclusiveness of social or economic impact led by youth in core countries of implementation.

### 3.2 Innovation

Innovation is integrated throughout *Daring to Shift*, cutting across the logic model and impacting results at both the organizational and individual levels, with a focus on testing and iterating new approaches for advancing inclusive and sustainable growth and development. The project aims to explore the potential of technology and digitally-enhanced interventions to support impact and scale and leverages digital technology and online platforms to facilitate hybrid and online program delivery and peer-to-peer networks.

*Daring to Shift* also focuses on strengthening an enabling ecosystem that supports inclusive social and economic development for young women and men. By sharing emerging approaches and learnings through case studies, events, and ongoing Communities of Practice, the project aims to cultivate a culture of innovation within DOT's extensive networks of local and international partners. These initiatives will support the scale and sustainability of innovative approaches beyond the project, while also allowing DOT to learn from and integrate partner innovations.

At the individual level, the project will empower young women and men to ideate and create solutions to the issues they see around them every day. Reflecting DOT's theory that youth-led innovation has the potential to overcome a wide variety of social and economic challenges, *Daring to Shift* contributes to a growing movement of young women and men empowered to influence, innovate, and ultimately drive transformational change in their communities. This upends traditional models of development,

empowering youth and creating space for new and more effective interventions.

The project design and implementation are guided by the principles and processes of youth-led change, co-design with youth, digital development, and innovative approaches to scaling inclusive and sustainable growth and development.

### **3.3 Gender Equality**

Gender equality is a core DOT value and gender is mainstreamed throughout *Daring to Shift's* management and activities – including in planning, design, recruitment, implementation, and monitoring and evaluation – to ensure both gender equity and women's empowerment. Young women are at the centre of this project, with an overall participant target of 70% young women.

This project is aligned to all three of Global Affairs Canada's Feminist International Assistance Policy (FIAP), and has been coded as a G3 project by GAC given that it combines a focus on gender equality with development innovation and youth empowerment. *Daring to Shift* seeks to address the root causes of gender inequality, disrupt gender norms, shift mindsets, and build a movement to advance digital inclusion as a foundation for equitable economic empowerment. The project supports gender equality and transforming gender norms across project countries by building the capacity of young leaders to serve as gender equality champions.

*Daring to Shift* responds to gender gaps through a comprehensive approach which is clearly outlined in all three intermediate outcome level results:

- Promoting women's role in leadership and decision making through increasing young women's confidence, motivation, and self-efficacy to know and advocate for their digital and economic rights, and participate in decision-making, and increasing young men's awareness, empathy and support of gender equality to act as allies and champions.
- Enhancing the enabling environment through increased awareness of gender rights and strengthened capacity in gender equality among stakeholders in the social innovation ecosystem, and increased structures and mechanisms for collaboration that result in increased meaningful engagement of young women in partner ecosystems.
- Expanding gender-responsive technical capacities among DOT youth and DOT Local Partners to create safe, accessible, and inclusive opportunities for all youth, especially young women.

## 4. Scope of Work

### 4.1 Evaluation Purpose

Digital Opportunity Trust (DOT) is undertaking a final evaluation for the *Daring to Shift* Project, funded by Global Affairs Canada (GAC). The evaluation should assess whether targeted beneficiaries received services as expected; assess whether the program met its stated goals and objectives; review the results frameworks; and document lessons learned. Finally, the evaluation should also identify and discuss necessary modifications that may be necessary if DOT wishes to effectively and efficiently deliver similar projects in the region in the future.

Given the above, the objectives of this assignment are to:

- A. Assess, where possible, contribution to the program's ultimate outcomes and / or identify drivers of possible future impact in these areas. **The evaluation will be required to report on the following indicators for the ultimate outcome, using the methodology provided below or an alternative method proposed by the evaluator:**
  - a. *Indicator 1000.1 - % of youth with improved household income and economic stability*  
A counterfactual study will be completed to assess the difference between DOT's program participants and control groups of similar youth in each country, at baseline and at the end of the project. Improvements in economic resilience and income stability will be assessed by comparing improvements in the two groups from the start to the end of the project. This will allow DOT to attribute change in the intervention group to the program.
  - b. *Indicator 1000.2 - # of community / household members benefitting from the improved economic performance and social impact leadership of youth*  
An econometric study will be conducted to develop a statistical model that predicts the impacts of the program on indirect beneficiaries, such as household members, community members benefiting from social enterprises and youth leaders' social impact careers or from increased economic activity.
- B. Assess and deconstruct the pathways to the long-term impacts program participants experienced (change analysis), in particular as they relate to the project's intermediate outcomes. **Using a gender lens, DOT would like to explicitly understand how the project's various forms of support contributed to outcomes for young women;**
- C. Assess the long-term impacts program participants experienced, in particular as they relate to the project's immediate outcomes, with an emphasis on immediate

outcomes in the 1100 stream: 1) 1110 - improved entrepreneurial, leaders, social innovation and ICT skills of youth; 2) 1120 - more equitable access among young women and men to digital solutions for economic empowerment, social innovation and leadership; 3) 1130 - increased access among young women and men to entrepreneurial supports and services.

- D. Identify factors that posed barriers to success, including but not limited to gender-related barriers, and inequitable access to digital technologies and services among vulnerable youth. In particular, DOT would like to understand how barriers to success differ for young men and women;
- E. Provide a qualitative analysis of the impact of the development of the project's Community of Practice (Outcome 1200) for local partners and how this contributed to the project's gender equality goals.
- F. Assess the potential scale and sustainability of outcomes and specifically examine the outcomes of the project as they relate to the efficiency, effectiveness, relevance and coherence of the project overall;
- G. Articulate lessons learned and possible adaptations in cases where anticipated outcomes were not achieved.

The consultants will be expected to refine and develop, in collaboration with DOT staff, broad evaluation questions that will help deepen knowledge of the program outcomes and supplant gaps in quantitative inquiry. The consultants will also be expected to review existing data collection instruments and develop new data collections tools suited to the objectives of the evaluation. Further, the consultants will develop appropriate analysis frameworks for the quantitative and qualitative data collected and develop a final evaluation report. **Please note, both country level data analysis will be required as well as consolidated project data analysis for the final evaluation report.**

DOT recognizes that the scope of work may require adjustment based on the budget and time constraints of the evaluation. It is expected for the consultants to propose a methodology and plan and revised scope, if necessary, that manages these constraints. However, the scope requirements shared in point A (contribution to Ultimate Outcome) **must be** met through this evaluation, using a methodology that fits within the budget and time constraints. Examining change through a gender lens, with an emphasis on understanding what worked for young women, is also critical to this evaluation.

### ***3.3 Targeted Population Size***

The table below provides an estimate of the participants reached by each program stream by country under Outcome 1100 of the *Daring to Shift* project. The evaluation is expected to survey youth in these countries, in person, if possible, using a representative sample. A representative sample should be developed from this output table.

## Output Table (Years 1-3)

Kenya	Tanzania	Rwanda	Jordan	Lebanon	Uganda	Malawi	Zambia	Ghana
<b>Community Leadership Program (Outcome 1100)</b>								
68 (41f, 27m)	101 (65f, 36m)	87 (52f,35m)	80 (46f, 34m)	55 (29f, 26m)	46 (30f,16m)	13 (10f,3m)	NA	25 (11f,14m)
<b>Social Entrepreneurship Program (Outcome 1100)</b>								
20 (17f 3m)	32 (13f, 19m)	0	29 (20f, 9m)	NA	NA	NA	NA	8 (6f, 2m)
<b>Digital Business Program (Outcome 1100)</b>								
2,183 (1,450f, 733m)	6,676 (4,462f, 2214m)	5,725 (4,211f, 1514m)	NA	131 (94f, 37m)	1800 (1442f, 358m)	124 (81f, 43m)	NA	85 (40f, 45m)
<b>Digital Jobs Program (Outcome 1100)</b>								
3015 (1862f, 1163m)	1737 (964f ,773m)	NA	4166 (3025f ,1141m)	3359 (2116f, 1243m)	1333 (808f, 525m)	477 (296f, 181m)	NA	290 (140f, 150m)

## Sample Size Table

The sample sizes below were calculated at 95% confidence interval and assuming a 6% margin of error. This table is provided as an example of the potential sample size per program per country.

Kenya	Tanzania	Rwanda	Jordan	Lebanon	Uganda	Malawi	Zambia	Ghana
<b>Community Leadership Program (Outcome 1100)</b>								
55 (39f, 16m)	74 (52f, 22m)	66 (46f, 20m)	62 (43f, 19m)	46 (29f, 17m)	40 (28f, 12m)	13	N/A	25
<b>Social Entrepreneurship Program (Outcome 1100)</b>								
20 (17f 3m)	32 (13f, 19m)	TBD	29 (20f 9m)	N/A	N/A	N/A	N/A	8 (6f, 2m)
<b>Digital Business Program (Outcome 1100)</b>								
238 (167f, 71m)	257 (180f, 77m)	255 (179f, 76m)	N/A	89 (62f, 27m)	233 (163f, 70m)	124 (87f, 37m)	N/A	65 (46f, 19m)

Digital Jobs Program (Outcome 1100)								
246 (172f, 74m)	232 (162f, 75m)	N/A	251 (178f, 73m)	248 (174f, 74m)	223 (156f, 67m)	172 (120f, 52m)	N/A	140 (98f, 42m)

#### 4.2 Suggested Evaluation Questions

The evaluation aims to assess all criteria central to OECD-DAC's methodology for evaluating development interventions including efficiency, effectiveness, relevance, coherence, impact and sustainability.

Evaluation questions and quantitative and qualitative data collection instruments should reflect project outcomes and OECD-DAC criteria.

Focus Area	Evaluation Questions
<b>Project Relevance</b>	<ol style="list-style-type: none"> <li>1. How relevant was the project's design to the needs of the project's target groups?</li> <li>2. To what extent is the project aligned with national development plans?</li> <li>3. Were there any changes within the environment of the project which required modification to the program design or delivery? Was the project able to anticipate and timely act on these changes within the environment of the project?</li> </ol>
<b>Project Effectiveness</b>	<ol style="list-style-type: none"> <li>1. To what extent has DOT been effective in achieving the planned results for the project? What contributing factors enhanced or impeded the achievement of project results?</li> <li>2. To what extent were DOT's selected methods of delivery effective in achieving project outcomes?</li> </ol>
<b>Project Efficiency</b>	<ol style="list-style-type: none"> <li>1. Have the project activities been executed on time, in expected quantity and quality?</li> <li>2. Did the monitoring and evaluation systems help to ensure that programs are managed efficiently, effectively and adaptively?</li> </ol>
<b>Project Coherence</b>	<ol style="list-style-type: none"> <li>1. How does the project complement other youth focused digital inclusion and economic empowerment projects/programs in the project countries?</li> <li>2. What links/synergies have been established with other partners operating in the space of youth focused digital inclusion and</li> </ol>



	economic empowerment?
<b>Project Impact</b>	<ol style="list-style-type: none"> <li>1. Which project programs and activities (and/or combination of activities) contributed most to livelihood improvements for youth?</li> <li>2. What role did the use of digital technology play in the economic empowerment of youth?</li> <li>3. What role did building soft skills play among young women to support their agency and leadership, and among men to build their capacity as gender equality champions and peer support networks.</li> <li>4. How have young women in particular been able to advance economically as a result of the project? What changes did women experience in their agency, decision-making, and control over resources?</li> <li>5. What impact are young leaders having on their communities and how did the project contribute to that?</li> <li>6. How did the project contribute to the career trajectories and leadership paths of youth leaders (Community Leaders)?</li> </ol>
<b>Project Sustainability</b>	<ol style="list-style-type: none"> <li>1. To what extent has there been policy or programmatic adoption of the project's approach among partners within the project's ecosystem?</li> <li>2. Which project activities, programs, and results seem likely to be sustained by target groups, partners and communities?</li> <li>3. To what extent has the project improved the capacity of stakeholders and partners to promote gender equality?</li> </ol>

**4.4 Evaluation Methodology**

The evaluation team is expected to determine the best approach/methods to be used in this evaluation exercise to effectively address all evaluation objectives. The team should make use of a mixed-methods approach that incorporates both quantitative and qualitative data collection techniques for data triangulation purposes, including:

1. Document reviews;
2. Key informant interviews;
3. Focus group discussions;
4. Surveys/Interviews for target program beneficiaries;
5. Stakeholder analysis; and
6. Case-study analysis.

As this is intended to be learning-centric evaluation, DOT expects the methodology to focus on deconstructing, documenting and establishing not only what change has happened-both intended and unintended-and to what extent but also how the change has happened covering intervention models, approaches, best practices and lessons learned.

Given the number of countries involved in this evaluation, DOT would like to see a hybrid approach that combines virtual and in person data collection approaches. In person data collection should occur in the project's five core countries of operation, and one expansion country (Uganda). The evaluation should use mixed methodologies, with qualitative methods that help provide a robust change analysis and quantitative methods that help assess contribution to the project's ultimate outcome. Due to the population group, tools will need to be administered in person or by phone, in the local language. Travel to the countries of operation or working with a strong team of local data collectors is required (preference is for a firm with access to a team of local data collectors). DOT expects that virtual interviews take place for expansion countries where local data collection will not occur (for case study contributions).

Please note, DOT's MERL team in Ottawa will supervise this assignment while DOT's local team members will assist with project information gathering, beneficiary and respondent contact information provision, and logistical arrangements for data collection training and implementation.

## 5. Work Plan

### *5.1 Deliverables*

1. Inception Report
2. Final Evaluation Report
3. Four Case Studies (Three focused on youth participants and one focused on partners in the Community of Practice)
4. All Datasets and Analysis Frameworks
5. Brief highlighting key findings and lessons of evaluation (public facing quality)

### *5.2 Proposed Milestones and Timelines*

<b>Milestone</b>	<b>Description</b>	<b>Due Date</b>
Milestone 1	Consultancy Start and Kick-Off Meeting	July 10
Milestone 2	Orientation and Planning	July 20

	<ul style="list-style-type: none"> <li>Project Document Review, including PIP, Project Reports, Program Materials, PMF, Gender Equality Strategy, etc.</li> <li>Project M&amp;E Tool Review</li> </ul>	
Milestone 2	<p>Inception Report and Data Collection Tools</p> <ul style="list-style-type: none"> <li>Updated evaluation questions</li> <li>Roles and responsibilities of team members</li> <li>Proposed methodology and analysis framework</li> <li>Data collection tools</li> <li>Updated implementation timeline</li> <li>Updated budget breakdown (within agreed upon budget)</li> </ul>	August 3
Milestone 3	Data Collection (5 weeks, start date of August 14)	September 15
Milestone 4	Data Analysis (3 weeks, start date of September 18)	October 9
Milestone 5	Validation Workshop(s) (2 weeks, start date of Oct 16)	October 20
Milestone 6	Draft Report 1	November 13
Milestone 7	Draft Report 2	November 30
Milestone 8	<p>Final Report and Brief</p> <ul style="list-style-type: none"> <li>The final report will provide insight into the evaluation's findings, including reasons for successes and failures, program innovations, lessons learned, and barriers to success. The final report must be copy edited and laid out in a final format.</li> <li>Annexes including data collection tools, stakeholders consulted, supporting documentation</li> </ul>	December 15

## 6. Qualifications

The consultancy should be an evaluation firm, composed of a diverse team that includes the following competencies:

### *Required Qualifications*

- Excellent English language verbal communication and report writing skills.
- Experience designing and leading complex, robust ToC-based evaluations, particularly those focusing on or related to thematic areas of youth empowerment, digital literacy/digital inclusion, entrepreneurship/ livelihoods, and social innovation, and gender equality.

- Strong technical and analytical capabilities and demonstrated ability to collect, analyze and interpret both qualitative and quantitative data.
- Excellent statistical skills and data analysis skills, with previous experience conducting counterfactual and econometric studies.
- Demonstrated ability to ensure gender integration in evaluation design and implementation.
- Strong experience with and/or knowledge of youth empowerment, digital inclusion and the digital economy, entrepreneurship and livelihood development programs, innovation, and social entrepreneurship.
- Excellent interpersonal skills and sensitivity to cross-cultural collaboration.
- Previous experience working in sub-saharan Africa and the Middle East and sensitivity to political/cultural context.
- The team leader has conducted at least three evaluations in the relevant field in the last five years.

#### *Asset Qualifications*

- Experience evaluating GAC funded projects will be given priority.
- Strong preference will be given to consultancies with significant experience and/or a presence in the project's core countries of Rwanda, Kenya, Tanzania, Lebanon, and Jordan.
- Specialization in measuring youth empowerment, youth leadership, and women's empowerment, as well as changes in resilience, agency, voice.
- Specialization in evaluating development projects focused on soft skills (e.g. leadership, empowerment, mindset shift) and innovative approaches.
- Experience evaluating projects using an ecosystem approach to change.
- Experience with virtual data collection methods and virtual collaboration tools.

## 7. Submission and Evaluation of Proposals

If you are interested in this opportunity, please submit a proposal with the subject line: "Proposal for Daring to Shift Final Evaluation", to Elizabeth Mengesha, Director of Programs and Impact at Digital Opportunity Trust: [emengesha@dotrust.org](mailto:emengesha@dotrust.org)

The body of the proposal should be a minimum of 5 pages and maximum of 15 pages (excluding annexes) and should include the following:

1. A cover letter outlining relevant experience in evaluating similar projects (include methodologies and frameworks used, project focus, geography, scope, etc.)
2. An outline of the final evaluation approach, noting any additional evaluation questions, methodological approach, data analysis plan, potential technical and

operational challenges, and strategies to ensure timely, high-quality deliverables.

3. A list of key activities and draft implementation schedule.
4. Proposed outline of budget with allocation to deliverables.
5. A staffing and management plan, including details of team composition and specific qualifications of key staff (If desired, please include CVs as an annex).
6. A writing sample demonstrating experience/ capabilities related to the assignment. (This should be included as an Annex, and not part of the 15 pg limit).

The budget range for this evaluation is \$100,000 CAD, with consideration for the consultants' proposed evaluation approach, scope of work, and travel requirements.

Applications are expected no later than **Monday, June 19, 5:00 PM EST** and will be reviewed on a rolling basis. Early applications are encouraged. While we thank all candidates for their interest, only those shortlisted for interviews will be contacted.