# Terms of Reference - Evaluation for YSEALI Women Leadership Academy

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<thead>
<tr>
<th>Programme Name</th>
<th>YSEALI Women Leadership Academy</th>
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<tr>
<td><strong>Programme Objectives</strong></td>
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<tr>
<td>1. Accelerate the leadership journeys of young women in Southeast Asia</td>
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<td>2. Support the careers of young women leaders by providing access to skills training and networking opportunities</td>
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<td>3. Create a network of young women leaders who work across national border and drive collective action</td>
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<td><strong>Geographic Focus</strong></td>
<td>Southeast Asia</td>
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<td><strong>Evaluation Location</strong></td>
<td>Online</td>
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<td><strong>Key Partners</strong></td>
<td>Wedu and US Mission to ASEAN</td>
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<td><strong>Programme Timeframe</strong></td>
<td>2016-2021</td>
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<td><strong>Evaluation Purpose</strong></td>
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<td>(1) To generate findings on the programme's short-term and medium-term outcomes to enhance understanding of the value to participants.</td>
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<td>(2) To understand the change processes that contributed to these outcomes and develop a Theory of Change for the project.</td>
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<td>(3) To generate actionable learnings to inform the design and implementation strategies of future Women Leadership Academies.</td>
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<td><strong>Primary Methods</strong></td>
<td>Participatory and feminist methods that use an inductive approach and address questions of contribution, e.g. Outcome Harvesting and Most Significant Change.</td>
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<td><strong>Evaluation Timeline</strong></td>
<td>March-April 2022</td>
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<td><strong>Budget Ceiling</strong></td>
<td>USD 6,000</td>
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<td><strong>Deliverables</strong></td>
<td></td>
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<tr>
<td>1. Report (15 pages max)</td>
<td></td>
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<tr>
<td>2. Executive Summary (3 pages max)</td>
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<tr>
<td>3. Content for comms collateral</td>
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<td>4. Evaluation tools</td>
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Background and Scope

Wedu works towards a world where half of all leaders are women. Since 2012, Wedu has supported the unique leadership journeys of over 3,000 women from 28 countries across Asia by facilitating mentorship, delivering leadership development training (such as this WLA), and providing access to opportunities and funding for education through Income Sharing Agreements. Learn more about Wedu here.

Through the Young South East Asia Leadership Initiative (YSEALI), the US Mission to ASEAN builds the leadership capabilities of youth in the region and promotes cross-border cooperation to solve regional and global challenges. Learn more about YSEALI here.

Since 2016, Wedu had implemented the annual Women Leadership Academy (WLA) in partnership with the US Mission to ASEAN as part of their YSEALI activities. To date, the WLA has directly impacted over 200 young women (ages 20-35) from Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam, and Timor Leste (33-55 participants per cohort). This is an ongoing project, with additional WLAs planned for 2022, and beyond. The YSEALI WLA aims to build leadership skills and experiences among the participants and provides ongoing support to alumnae within the broader objectives of contributing to the full participation of women across ASEAN and nurturing a strong ASEAN community through cross-border collaborations. Specific programme objectives included:

1. Provide emerging ASEAN women leaders with the capacity, connections, and credibility they require to achieve their goals;
2. Equip young women with the tools to recognize their growing influence as leaders and the inspiration to facilitate positive change in their communities;
3. Encourage cross-cultural exchange to highlight diversity and best practices in order to address shared regional challenges and opportunities.

The WLA has four main activities:

1. Training, using a curriculum that centres on building relevant leadership skills and the WLA’s theme (e.g. public health). Historically, the WLA was held in person and since 2020, WLAs have been run virtually.
2. Seed grants for participant-led projects (optional, with 1-5 projects funded each year)
3. Mentoring through mentor days (required) and virtual one-on-one mentorship (optional)
4. Alumnae network, which was established in 2017 with the objective of creating an inclusive Southeast Asia Women’s Network to educate, empower, and create sustainable positive changes through collaboration. The network has a rotating board of representatives who engage the other alumnae and receive seed funding to run activities in their respective countries.
Purpose and objectives

The purpose of this evaluation is to deepen understanding of the outcomes and impact this programme has achieved to date, to develop a theory of change for this programme, and to strengthen future WLAs with actionable recommendations and relevant evaluation tools. The primary users of the evaluation will be Wedu's programme staff who will engage with the learnings to improve the quality of future Women Leadership Academies. The final report will also be shared with the US Mission to ASEAN and Wedu's leadership team and boards as they undertake a strategic planning process.

This evaluation is not a requirement for donor accountability purposes, nor is it expected to make an overall assessment of the success of the YSEALI WLA. Instead, it is intended to provide a space for all stakeholders to reflect on what has been achieved through the YSEALI WLAs, and to facilitate a process of critical analysis that allows people to celebrate success, challenge assumptions and ways of working, and explore areas for improvement. The overall purpose is to promote organisational learning.

Pre/post surveys have been used to assess short-term changes at the individual level in areas like pursuing professional goals, mentoring others, and collaborating regionally. So far, we have not used control or comparison groups and the medium-term outcomes of the WLA have not yet been systematically captured or fully understood, sparking the need for this evaluation.

Key evaluation questions include:

- What are the different views of WLA alumnae around how their involvement in the WLA and alumnae network has impacted their leadership journeys?
- To what extent has the programme been able to realise its intended objectives?
- How do the programme activities (training, mentoring, seed grants, alumnae network) interact to contribute to each of the three objectives?
- How could this programme be improved to create greater impact?

Evaluation approach and methods

The evaluator is invited to suggest appropriate evaluation methods that are in line with the evaluation’s objectives and questions, and address questions of contribution. The evaluation should engage a feminist and participatory methodology.

Timeframe, deliverables, budget

The evaluation is expected to take place in March-April 2022, including preparation, evaluation design, data collection and analysis, report writing and presentation of
findings and recommendations. Consultant(s) are asked to provide a detailed plan in their proposal. The final (approved) report should be submitted no later than February 28th. The total budget available for this evaluation is 6,000 USD.

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<tr>
<th>Phase</th>
<th>Tentative Timeline</th>
<th>Deliverables</th>
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| 1     | 15 March          | 1. Inception report based on this ToR, initial briefings by Wedu and a desk review, which should include:  
  a. A detailed methodology, including planned timeframe, list of stakeholders to be consulted, proposed sampling approach, protocols for data collection and analysis, ethics process to be followed, and evaluation instruments and tools  
  b. Initial findings based on the review of project documentation and existing data  
  c. Outline of key knowledge gaps not covered by this Terms of Reference and suggested additions/alterations to the proposed evaluation questions and overall Terms of Reference. |
| 2     | 15 April          | 2. Data Collection & Analysis  
  a. All data collected will be documented in a clear format and consolidated in organized data files  
  3. Preliminary findings debrief via an online workshop with relevant Wedu and US Mission staff to validate the results and propose the conclusions and recommendations |
| 3     | 30 April          | 4. Final learning report:  
  a. A draft of the report is submitted to Wedu for input.  
  b. A final report, both full and in 1-3-15 page formats is submitted in soft copy in English.  
  5. Evaluation Tools to be applied by programme staff in future WLAs to assess outcomes and test the theory of change |

**Requirements**

**Lead evaluator competencies:**

- At least 3 years of experience designing, leading and undertaking qualitative research
- Expertise and affinity with participatory methods and feminist methodologies
• Proficiency in qualitative methods of data collection and analysis, such as Most Significant Change and Outcome Harvesting and familiarity with contribution analysis
• Excellent report writing skills, including a proven ability to form concise, actionable recommendations
• Cultural sensitivity and exceptional cross-cultural communication skills
• Strong remote facilitation, and project management skills

Evaluation team composition and competencies:

• Experience and expertise in relevant thematic areas, including women’s leadership and gender equity
• Familiarity with Southeast Asian contexts
• Professional experience in qualitative data collection tools, data management, data analysis and visualization, report writing and remote facilitation
• Excellent intercultural and English language communication skills
• Experience with online data collection

Apply

Applications should be emailed to talent@weduglobal.org with the subject line “YSEALI WLA Evaluation Consultancy” and should include:

1. A 2-3 page Expression of Interest which includes initial ideas on the methodology and approach, a description of deliverables, and a brief summary of the team’s qualifications.
   • A summary of your suggested methodology, approach and timeline
   • Initial thoughts regarding how findings, learnings and recommendations will be explored, addressed and shared internally, externally, and with the YSEALI WLA alumnae participating in the project, to maximise use, to be elaborated during the inception stage.
   • A capability statement outlining the consultant’s ability to match the required qualifications and experience in projects of a comparable nature
   • Example(s) of relevant previous work
   • The name and contact information for two recent references
   • A proposed budget proposal, inclusive of any tax applicable, including the fees of the evaluator(s) and the number of working days required.
2. CVs of the team outlining relevant skills and experience.

The priority deadline for applications is 28 February 2022. Applications will be reviewed on a rolling basis and we aim to select the consultant immediately. For more information about the evaluation, please contact Claire Naylor-Trein at claire@weduglobal.org.