



## **Request for Proposal: Independent Impact Evaluation of Big Win Philanthropy Leadership Programs**

### **1. BACKGROUND**

#### **About Big Win Philanthropy**

Big Win Philanthropy partners with driven and committed African leaders to deliver on their transformational visions for children and young people. We seek to improve lives directly and to build demographic dividends for equitable economic growth, peace and security. Our core strategy centers around deliberate partnerships with African public sector leaders at the highest level (Presidents, Prime Minister, Ministers, Regional Heads, Governors and Mayors) to support execution of their priority initiatives. We believe that it is through these partnerships that we can deliver the most profound, sustainable and scaled impact on the life outcomes of young people, and ultimately contribute to countries' and the continent's economic growth and stability.

#### **Leadership initiatives**

In furtherance of this goal, and as a complement to our direct partnerships, Big Win aims to raise levels of ambition and catalyze effective implementation through leadership capacity building programs. By supporting the next generation of transformational leaders through peer-to-peer collaboration, training, and advisory support, we can help ensure sustainable, country-led development for decades to come. Big Win supports four initiatives focused on advancing transformational political leadership, two of which are the focus of this monitoring and evaluation (M&E) assignment: the Harvard Ministerial Leadership Program (HMLP) and the African Mayors Leadership Initiative (AMALI).

#### **Background to the assignment**

We are seeking to engage a provider (the "Independent Evaluator") to undertake an independent impact evaluation of the HMLP and AMALI programs. Both programs have three key target outcomes which contribute to the overall intended impact of Big Win's approach to leadership development:

1. **Greater ambition:** participants come away from the program with an improved sense of what they can achieve and what they want to focus their efforts on (i.e. their key legacy goal) to realize those ambitions.

2. **More purposeful leadership:** participants demonstrate an intentional change in mindset and ways of working that prioritizes their key legacy goal. This is reflected in how they organize their senior team, prioritize their time, and allocate budgets, etc.
3. **Higher quality implementation:** participants reposition their role as a leader akin to that of the CEO of an organization, leading to a new focus on managing stakeholders, communications, recruitment, and the development of accountability systems.

## 2. PURPOSE, AIM AND OBJECTIVES

### Purpose

The purpose of the evaluation is to document and understand the impact of Big Win's HMLP and AMALI programs, to support our M&E processes and to inform the development and adaptation of future leadership programs. Though we accept it may not be possible to directly attribute a specific degree of success to HMLP and AMALI, we believe that monitoring some explicit proxy indicators can give us meaningful feedback.

### Aim

An Independent Evaluator will lead the impact evaluation of both leadership programs, with the overarching objective of understanding to what extent, if at all, the expenditure of roughly \$50,000 - \$100,000 per participant (the approximate cost to deliver these programs) leads to (i) greater ambition; (ii) more purposeful leadership; and (iii) higher quality implementation among participants.

### Objectives

Whilst we are looking to the Independent Evaluator for guidance on the types of indicators and outcomes that should be tracked and measured, the objective of the evaluation is to determine:

- The number of participants per forum that at completion of the initial program have set out a clearly articulated key legacy goal, accompanied by a solid framework analysis;
- The number of participants that purposefully pursue their key legacy goal, as evidenced by:
  - initial follow up actions (as articulated in the action plan developed during the forum);
  - clarity among their senior domestic team as to the participant's key legacy goal going forward; and
  - reference by participants to addressing components of the action plan developed during the forums in their follow up activities.
- The number of participants that have made meaningful progress during their tenure in progressing their priority key goal;
- The amount of human and financial resource mobilized by each participant to pursue their key legacy goal;
- Participants' degree of attribution for the implementation of successful initiatives relating to key legacy goals (and explicitly which aspects);
- Whether participants have made greater efforts to collaborate strategically with leaders in other sectors, where it would enhance the implementation and impact of their key legacy goal;
- The degree to which participants establish and retain relationships with peers from their program cohort;

- Any evidence of participants becoming recognized among their peers for transformational leadership and/or the implementation of their key legacy goal setting a standard (e.g. replication, source of site visits, new policy guidance);
- The perception of Heads of States as to whether there is a noticeable difference in the ambition, leadership and effective implementation of program participants;
- Whether participants are more inclined to prioritize human capital investments due to their participation in the forum;
- The number of participations that directly led to partnerships with Big Win, and whether these partnerships have led to relatively fast action, partly or wholly as a result of clarity achieved during the relevant forum;
- The number of participations that directly led to partnerships with other funders; and
- Why some participants were unable to progress their key legacy goals and what the limiting factors were (for those who demonstrated little to no progress, even despite noble efforts).
- The effectiveness of a leadership development tool used by Big Win, engaging with leaders in Ethiopia who have used the tool to design and implement their legacy goals.

Ideally, the Independent Evaluator's work should:

- Be used to regularly assess and upgrade components of the programs to make them more impactful overtime;
- Suggest missing components that would support the impact of the programs; and
- Help Big Win establish targets for impact, i.e. should Big Win aim for breadth of impact amongst participants, or focus on the greatest impacts of the participants who have achieved the most.

What we are NOT looking for

We are not looking for self-reported survey data from program participants. While this information is helpful, it is already collected for both programs. We are looking to supplement those reports with an independent evaluation of impact.

### **3. SCOPE**

Our expectations are that the evaluation should initially assess all (30-50) annual participants in the two programs in a relatively light touch manner, focusing ultimately on a subset of those pursuing their key legacy goals (or framework), set out through their respective programs through till the end point of program implementation.

HMLP has been in existence for 10 years, and applicants should propose how retrospective analysis of that program will be incorporated into the evaluation.

The Big Win team will work closely with the Independent Evaluator to develop and refine any data collection tools, including surveys and key informant interview questions. While the majority of activities will be conducted remotely, some travel within Africa for face-to-face engagements is anticipated.

### **4. DELIVERABLES**

1. An inception report of no more than 15 pages, which should detail the scope and methodology of the evaluation, and outline the data collection tools used;
2. An evaluation report, developed using the agreed methodology, of no more than 30 pages;

3. An executive summary of the evaluation report, of no more than five pages; and
4. A slide deck detailing the key findings and recommendations from the evaluation.

## **5. TIMELINE**

The evaluation timeline is to be confirmed. Once we review and shortlist applicants, we will confirm the timeline and evaluation endpoint.

## **6. BUDGET**

The budget envelope available for this evaluation is approximately 30,000 - 50,000 USD. Upon selection of a preferred Independent Evaluator, the final budget will be negotiated, dependent on the proposed approach and scope.

## **7. QUALIFICATIONS AND EXPERIENCE REQUIRED**

- A Masters degree or higher in political science, public policy, or other related discipline
- Professional experience in monitoring and evaluation of development programs, preferably those relating to political leadership
- Understanding of common concepts and frameworks used to evaluate impact and uptake, such as contribution analysis and outcome harvesting
- Excellent written and verbal communication skills, with the ability to assimilate large quantities of information and synthesize critical elements to tell a clear story of impact
- An understanding of and experience of working within the development and political environments in Africa
- Experience conducting key informant interviews remotely, including with those who may not have English as a first language
- Excellent interpersonal skills, able to form rapport quickly and easily with stakeholders to elicit important information via interview
- Professional proficiency in both English and French is highly desirable

## **8. PROPOSAL REQUIREMENTS**

**Proposals should include:**

- A concise summary of the individual consultants' suitably and relevant experience as per the above (maximum 4 pages);
- Your proposed approach to achieve the required deliverables and overall aims/objectives (maximum 4 pages);
- Your proposed budget in USD, broken down by days/activities;
- Examples of relevant work with materials produced; and
- Reference details or testimonies from previous clients.

## **9. PROPOSAL SUBMISSION**

The application deadline is rolling and proposals will be reviewed as they are submitted.

Ideally, we are looking for applications from individual consultants.

Applicants should submit their written proposal and any supplementary information (such as CVs or testimonials) as one single PDF file or zipped folder.

**Submit applications to [marcus.langley@bigwin.org](mailto:marcus.langley@bigwin.org)**