

Mentoring Women in Business Programme Review

Consultant Terms of Reference

July 2019



Scope and purpose of the review

The evaluation is expected to review the performance and impact of the Mentoring Women in Business (MIWB) programme. The findings and recommendations will enable the Cherie Blair Foundation for Women (CBFW) to draw lessons from its experience to improve the quality of services for mentees and mentors.

The review has three **objectives**;

- Building upon findings from previous [review](#), test the assumed aim of the programme and evaluate to what extent the programme is meeting this aim and having the desired impact
- Determine what the reasons are that contribute to the meeting of this aim as well as the factors that detract from it
- Provide recommendations for fully costed alternative approaches having reviewed findings from previous review and conducted an external review of similar mentoring services

The **aim** of the review is to determine whether the current model of the MWIB programme is fit for purpose in terms of the supporting CBFW to meet its mandate and, if this is not the case, to propose alternative approaches. Example: would alternative approaches i.e. a 6 or 9-month programme have more/less impact and or deliver greater value for money.

This review will:

- 1) Determine whether the programme is meeting its perceived aim, if not meeting then what should CBFW be doing instead or as well as to achieve our mission? These recommendations will be determined within the context of the new strategy which includes the following areas of focus:
 - Reaching more women
 - Increased scale
 - Working more closely with young women
 - Enhancing the quality of the programme delivery
 - Increased access to networks for women entrepreneurs
 - Bottom of the pyramid/necessity entrepreneurs
- 2) Provide recommendations on how the areas that are not successful could be approached differently. Outline how the programme can be delivered more effectively. Offer alternatives of a more suitable MWIB model that meets the needs of both mentors and mentees (including strengthening the offer to mentors).
- 3) Based on the real cost of running the programme identify alternative approaches to funding the programme i.e. a corporate volunteering offer.
- 4a) Evaluate our mentoring programme/ offer in comparison to relevant competitor mentoring services that are delivered as corporate volunteering offers.

- 4b) What learnings could we take from other corporate volunteering offers that could enhance our offer (desk based, skills volunteering offer).
- 4c) If possible depending on time and related costs, provide recommendations as to where the MWIB programme can be integrated with other CBFW programmes to increase impact. Even light touch recommendations could be helpful.

Cherie Blair Foundation for Women

At the Cherie Blair Foundation for Women we help release the potential of women entrepreneurs, so they can redefine the future. We deliver training, facilitate mentoring and share knowledge, inspired by the women involved in our work around the world – and by our partners, donors and collaborators. We open doors to finance, markets and networks and use technology to help women learn, and to start, sustain and grow their businesses. And we press for change to stop women being held back. With the Foundation's support, women gain the confidence to reclaim the rights and freedoms they are too often denied. As a result, businesses flourish. Communities prosper. Economies grow. Attitudes shift. And women move the world in a whole new direction.

For the last decade our Foundation has worked with nearly 150,000 women entrepreneurs in over 100 countries across Africa, Asia, Central and South America and the Middle East.

History

The MWIB programme was first delivered in 2010. Since then it has supported over 2,500 women entrepreneurs in 105 low and middle income countries.

Aim of the programme

The perceived aim of the MWIB programme is to build the skills, knowledge and confidence of mentees to sustain and grow businesses, contribute to their economies, and become role models for future generations. In focusing on the women who have already achieved a level of success, we aim to enable women to create employment opportunities and contribute to their economies.

What is the programme

The MWIB Programme matches women entrepreneurs in low and middle income countries with men and women mentors around the world. The mentoring relationship is for a period of 12 months.

Over the course of 12 months, women work with a dedicated mentor, using online communication services such as Skype. Pairs are advised to spend two hours each month working on an action plan that revolves around the mentee's business and professional development needs, as well as the mentor's own expertise and learning objectives.

Mentees and mentors have access to an online learning and networking platform. The online forum provides access to mentees and mentors across the globe. Individuals can share learning, seek advice, build relationships and learn directly from 'subject matter experts'. The platform also houses a wide range of learning resources including videos, webinars, articles and participant profiles. Monthly webinars on business and inspirational topics are delivered by inspirational experts and industry leaders.

The programme currently delivers three intakes each year: March, May and November. Mentees are recruited through our network of 70 organisations working with women entrepreneurs in low and middle income countries. Our mentors are largely employees of our corporate partners or members of the general public. With at least seven years of relevant experience, they are invited to apply through our corporate partners or apply independently on a rolling basis throughout the year.

Review methodology

The review will be conducted in three phases: the inception phase, the desk review and interview of key informants phase and the reporting phase.

Inception Phase

The inception phase will be instrumental to the fine-tuning of the scope of the evaluation process. This phase will involve consultation with Director of Programmes and Head of Mentoring.

Desk Review and Interviews

During the second phase, key informants will be interviewed and discussions will be held in person or by telephone/Skype. Key stakeholders will include (but are not limited to) donors funding the placement of mentors, donors funding the placement of mentees, previous and current mentees, previous and current mentors, mentee nominating partners, Head of Entrepreneurship and MWIB team members. Mentors and mentees will be from a variety of countries, sectors, age ranges and stages of business. The desk review exercise will include a complete review of internal processes and ways of working. A formal document review will entail the systematic review of key documents such as the programme proposals, reports and lessons learned, in pursuit of specific data points or facts.

Reporting/Recommendations phase

The final phase will be the reporting stage, in which a draft report will be written by the consultant including recommendations for future programming. The draft report will be circulated to the CFW stakeholders to allow for feedback and the consultant will deliver a presentation of the key findings. After feedback has been collated the final report version will be written by the consultant by the agreed date.

Key Stakeholders

- Donors funding the placement of mentors
- Donors funding the placement of mentees
- Previous and current mentees
- Previous and current mentors
- CBFW Staff members
- MWIB Team members will:
 - Identify a point person who will be responsible to delivering on CBFW’s commitments in regards to this evaluation
 - Work with consultant during the inception phase
 - Provide broader programme literature
 - Organise preliminary findings presentation for the consultant to deliver
 - Support the consultant to arrange mentee and mentor interviews
 - Conduct interviews will external stakeholders
 - Coordinate timely feedback to the draft evaluation reports and submit a management response to the final full report.

Delivery schedule

The available consultant should be able to begin this work as soon as possible and must be complete by the end of **October 2019. This deadline is not negotiable.**

Activity and Deliverables
Inception: Dialogue with CBFW team Identification of key informants and documents to review. Deliverable: Inception Report
Desk Review: Review of documents Deliverable: Desk review
Preparation of framework of questions and Key informant interviews scheduled (by CBFW staff) Deliverable: Mentee questionnaire, mentor questionnaire, mentee nominating partners, funding partner questionnaires
Qualitative Assessment: Internal and external interviews & analysis
Preparation of draft report Deliverable: Draft report and presentation of preliminary findings to CBFW
Preparation of final report using feedback Deliverable: Final Report and payment
TOTAL NUMBER OF DAYS

Qualifications required/ Person Specification

The consultant evaluator will comprise of the following expertise and skills:

Essential

- Knowledge of NGO evaluation methods and techniques, including a thorough understanding of data collection, evaluation methodologies and design, and strong qualitative and quantitative research skills
- Extensive evaluation experience, ideally in capacity building approaches and programmes which include mentoring
- Some technical knowledge of NGO personal development programming
- Proven expertise in facilitating participative workshops or focus groups (virtually) involving a range of participants from low and middle income countries
- Proven right to work in the UK

Desirable

- Experience of proposing business models based on review findings

Expressions of Interest

Expressions of interest are sought from applicants with relevant experience. These should be addressed to Sian Watters at the following addresses:

recruitment@cherieblairfoundation.org no later than 9am on **Monday 26th August 2019**.

Expressions of interest should include:

- A short (one page) cover letter addressing the profile criteria above
- CV (maximum 3 pages) outlining experience
- An outline 1-2 page plan for delivering the brief including timeline and rough financial proposal (providing cost estimates for services rendered including daily consultancy fees).

Budget

We estimate that the project will take 15-25 days.

Applicants' proposals must include a detailed and competitive budget inclusive of all fees, costs and taxes. Consultant(s) are responsible for managing their own tax contributions.

The range of budget availability (£5k - £10k inclusive of VAT) depends largely on the proposed methodologies and data collection put forward by tenderers to most effectively and efficiently address the key research questions.

We will also be evaluating proposals from a value for money perspective.