

She Grows the Future (SGTF)

Mid-Term Review Terms of Reference (ToR)

April 2026

Overview

Application deadline	10 th May, 2026
Contract start and end date	May – June 2026
Duration	May – June 2026
Program sector(s)	Climate Change, Women’s Economic Empowerment
Project/Program name	She Grows the Future (SGTF)
Type of consultancy	External Midterm Review
Project/Program location	Laongam District, Salavan Province, Lao PDR
Consultant location	In-country
Funded by	Agence Française De Développement (AFD)

Background

About CARE

Founded in 1945, CARE is a leading humanitarian organisation fighting global poverty and providing lifesaving assistance in emergencies. In one hundred countries and territories around the world, CARE places special focus on working alongside poor girls and women because, equipped with the proper resources, they have the power to help lift whole families and entire communities out of poverty. To learn more, visit www.care-international.org and www.carefrance.org/.

CARE International in Lao PDR (CARE Laos) began its operations in 1992 and has worked since then to improve the lives of vulnerable groups in both rural and urban areas, particularly the ethnic communities. CARE Laos works in partnership with community members, government bodies, local civil society organizations, and the private sector. Currently, CARE Laos implements projects in seven provinces: Vientiane Capital, Luang Prabang, Luang Namtha, Phongsaly, Champasack, Salavan and Sekong.

CARE's "Marginalized Women and Girls" program empowers women and girls to exercise their rights, lead and make decisions, and benefit from socio-economic justice. CARE's two main program areas in Lao are women's health and economic empowerment and resilience. Our health programs empower women and girls to exercise their rights to reproductive, maternal, and child nutritional health for greater control over their bodies and to live a life free from violence. Our economic empowerment and resilience programs give women and girls greater access to and control over economic opportunities, resilient resources, and dignified work by promoting gender equality and fighting gender-based violence and climate risk. CARE has extensive experience and expertise in both areas and will continue to pursue evidence-based practices to deliver long-lasting solutions effectively and sustainably.

Introduction

This is the Terms of Reference (ToR) for an **in-country consultant or firm based in Lao PDR**, with demonstrated experience in climate change, gender, and evaluation, for the Midterm Review (MTR) of the multi-country project titled “She Grows the Future (SGTF)” implemented by CARE and executed in partnership with Civil Society Organisations (CSO) in all three implementing countries from 2024 to 2027. The project is funded by AGENCE FRANCAISE DE DÉVELOPPEMENT (AFD) through CARE France. This ToR sets out the expectations for this MTR.

Program Introduction and Background

She Grows the Future (SGTF) is a 3-year multi-country project funded by Agence Française De Développement (AFD) and Fondation L’Oréal (FLO) through CARE France. It is being implemented in Peru (Ayacucho and Huancavelica regions), Ecuador (Bolívar, Cotopaxi, Chimborazo, and Imbabura provinces), **Laos (Salavan province)**, and Vietnam (Lai Chau province). The program is designed to accelerate the implementation of inclusive climate adaptation policies and practices led by women. It will directly benefit 4,110 people, nearly 70% of whom are women, and will strengthen more than 48 Civil Society Organizations (CSOs). The program focuses on key themes such as climate justice, gender equality, food security, and biodiversity conservation.

To achieve its goals, SGTF works directly with women leaders and networks, while also strengthening national and local civil society to advocate for women and youth's participation in policy development, governance, and decision-making processes regarding climate adaptation and natural assets. The program aims to accelerate the implementation of gender-transformative climate change adaptation policies and practices in Latin America and Southeast Asia. Specifically in Laos, the project is to increase the implementation of policies to adapt to climate change, which is a structural problem for women, to transform gender norms and reduce the use of gender-based violence, and to create a network with social organizations that work on coping with climate change by promoting knowledge, skills and access to information in managing resources for women and youth in remote areas of Laos through two interlinked specific objectives:

- 1) Support the deployment, scaling-up, and dissemination of ecosystem adaptation and conservation solutions by rural women.
- 2) Promote the emergence of an ecosystem of committed and competent stakeholders for adaptation and ecosystem conservation policies and practices that transform gender norms at local, national, and regional levels.

In Laos, it is being implemented by CARE Laos, the Lao Biodiversity Association (LBA), and the Association for Development of Women and Legal Education (ADWLE) in Laongam District, Salavan Province. The district has a total area of more than 92,271 hectares, there are 97 villages, nearly 79,104 citizens, most of the citizens are engaged in farming and animal husbandry. The landscape is mostly plains, an area rich in water sources, forests and biodiversity, suitable for agricultural production, which is a condition for socio-economic development, becoming a strategic city in the agricultural and industrial development of Salavan province.

Rationale and Purpose of the Midterm Review (MTR)

This Midterm review fulfils CARE requirements to conduct an independent review for the purpose of learning and reflection on program management and early results, it is also a contract requirement under the agreement with AFD. It is expected that the findings and recommendations of this Midterm review will help to identify any course corrections needed in the project’s approach and activities and bring

valuable external reflections to help strengthen the project and complement the Monitoring, Evaluation and Learning system of the project through facilitation of adaptive management.

The specific objectives of the Midterm Review are:

1. **Assess and document progress** toward the delivery of program outcomes against original objectives and targets.
2. Assess the **effectiveness** of SGTF in achieving its objectives and provide clear insights into what has and has not worked and why. It will also analyze key underlying risks, assumptions and constraints which have affected intended results, highlighting how external factors might have affected the Program and how the program adapted to this situation.
3. **Evaluate the program's quality, and efficiency** in achieving intended results.
4. **Identify lessons and good practices** and provide set of **actionable recommendations** on how the Project and the project coordination/management could be adjusted for further improvement and to strengthen delivery of results.
5. Assess whether measures put in place by the project ensure **sustainability** of results in the longer term.

The midterm review will focus on key objectives and outcomes or impact indicators below:

Overall Objective (OO): Accelerate the implementation of adaptation policies and practices that are inclusive and question gender norms, in Latin America and Asia.

OO Indicator: # ambitious new, modified or better implemented climate-related policies, legislation, multilateral agreements, programs and/or budgets that increase the ability of people of all genders to adapt to the effects of climate change and/or promote climate resilience.

Specific Objective 1 (OS1): Strengthen rural women's knowledge, know-how and opportunities for collective action to adapt to climate change and preserve ecosystems.

OS1 Indicator: # and % of people of all genders who have used their increased resilience and adaptation capacities to the effects of climate change.

Specific Objective 2 (OS2): Promote the emergence of an ecosystem of committed and competent stakeholders for adaptation and conservation policies and practices that transform gender norms, at local and national levels.

OS2 Indicator: # and % of people supported by/thanks to CARE who report equitable attitudes to social norms (according to the Gender Equitable Men scale) .

For more a more detailed overview of the project's objectives, results, and indicators, please refer to Annex 1.

The evaluation will also respond to the following Key Evaluation Questions (KEQ), in alignment with the OECD-DAC evaluation criteria:

1. **Relevance:** To what extent are the project interventions responding to the challenges and needs identified in the target communities?
2. **Coherence:** Are the project interventions aligned with district, provincial, and national priorities? To what extent are they contributing to these priorities?
3. **Effectiveness:** To what extent has the project achieved its intended outcomes in Laos? Is the project on track to achieve these outcomes by the endline?
4. **Efficiency:** How efficiently are the project's resources being used? How efficient is the implementation method and process?
5. **Impact:** What changes – whether intended or unintended – have been observed in gender equality, climate resilience, and women's economic empowerment as a result of the project?
6. **Sustainability:** How sustainable are the current interventions and institutional capacities being developed?

MTR Approach & Methodology

The Mid-Term Review (MTR) report must present credible, reliable, and evidence-based information. To achieve this, a mixed-methods approach is recommended, combining both quantitative and qualitative techniques:

Quantitative data collection: In accordance and to ensure consistency with the baseline survey, quantitative data collection (survey), the consultant is expected to propose a statistically sound sampling strategy, ensuring comparability with baseline data and achieving at least a 95% confidence level with a 5% margin of error, subject to feasibility.

The sampling interval is calculated as follows:

$$k = \frac{N}{n}$$

Where:

k=sampling interval

N=Total number of impact population/beneficiaries/target population

n=Total sample size

After determining the sampling interval, a random starting element from 1 to k. will be chosen. For example, if the sampling interval (k) is 47, the first element is a random number between 1 and 47. Each subsequent element is selected by adding k to the previous element. To maintain consistency with baseline sampling methods, the sample size will be calculated to achieve a 95% confidence level with a 5% margin of error. When calculating the sample sizes, the consultant should take note that there will be multiple target populations within this single survey. This will be based on the number of people targeted under each specific objective.

Qualitative data collection: Purposive sampling methods should be applied, tailored to the context, to capture insights on the how and why behind quantitative changes, as well as unexpected outcomes, successes, and challenges.

The team must apply gender-responsive methodologies and tools, integrating gender equality, women's empowerment, cross-cutting issues, and SDGs throughout the review. Gender-sensitive protocols for data collection and analysis must be established, and all data should be sex and age-disaggregated.

The MTR team will review all relevant information sources, including documents from the preparation phase (e.g., workplan, proposal); project budgets; national strategic and legal frameworks; SGTF baseline report (s) and SGTF indicators/tracking tools and guidance; and any additional materials deemed useful for the review

The review will follow a collaborative and participatory approach, ensuring close engagement with the Program Team, government counterparts, CARE Country Office(s), CARE France, program participants (direct beneficiaries), and other key stakeholders.

Study Area and Target Groups

This Mid-Term Review focuses on the implementation and results of the SGTF project in **Lao PDR only**, while situating findings within the broader multi-country program where relevant. Cross-country comparison will be part of this review at a later state (will not be done by the consultant). The study will be conducted in Laongam District, Salavan Province. There are 12 target villages with a total of 2,849 families and 11,593 people (women 7,125) along with relevant in-country document reviews to better understand the local context and situation. At least 60% (7 to 8/12 villages will be included in the baseline survey), women and men, youth and adolescent, village and local government authorities are also included in the study. Note. The updated village profiles will be provided to the selected consultant to properly design the sampling after selection.

The consultant must adhere to CARE's ethical research standards, including informed consent, confidentiality, safeguarding principles, and gender- and GBV-sensitive data collection protocols.

Audience, Key Stakeholders, and Use

The primary intended users of this Mid Term Review are:

- The SGTF implementation team including program managers, and technical officers in CARE Laos for the purpose of managing the program, and in particular, for making adjustments to improve delivery of outcomes.
- The CARE Laos MILKA team for the purpose of improving the Program monitoring and learning approach.
- CARE France and CJC Team, for the purpose of gathering lessons to inform future project design and implementation of other projects.
- AGENCE FRANCAISE DE DÉVELOPPEMENT (AFD) to provide information to its key stakeholders and the public.

Roles and Responsibilities

The following are key responsibilities expected from the consultant:

Preparation responsibilities:

- 1) Review the program documents (e.g., logframe, proposal, etc) and CARE International Evaluation Policy [here](#).
- 2) Finalize the study design in close collaboration with CARE, considering program commitments and expected outcomes and impact.

- 3) Develop, finalize, and translate tools in line with CARE's commitments to gender equality and responsible data management.
- 4) Recruit, and train enumerators for data collection, ensuring a shared understanding of the study objectives, instruments, sampling protocols, and quality control mechanisms.

Data collection responsibilities:

- 5) Ensure quality data collection with a clear supervision plan and adequate human resources.
- 6) Conduct field data collection, including interviews, discussions, and photography (if needed), sufficient for the analysis of midterm review questions.

Data analysis and report-production responsibilities:

- 7) Analyze quantitative and qualitative data
- 8) Produce and submit a draft report to CARE
- 9) Present mid-term findings to CARE and partners to seek input and comments for improving the report.
- 10) Incorporate input and comments from CARE and implementing partners and share the final midterm review report.

The following are key responsibilities expected from CARE and implementing partners:

Preparation responsibilities:

- 1) Provide key documents to the consultant (e.g. list of intervention villages, program log frame with impact and outcome indicators).
- 2) Provide inputs to the inception report for finalizing the study design (including sampling), methodology, and tools.

Data collection responsibilities:

- 3) Support in training enumerators.
- 4) Support in liaising with local partners and stakeholders
- 5) Get clearance from the local authority

Data analysis and report-production responsibilities:

- 6) Reviewing a draft of the report to provide input and comments for finalizing the report.
- 7) Participate in the dissemination of the findings

Post Midterm Review

- 8) Prepare a management response plan for the midterm review recommendations
- 9) Report on the status of the implementation of recommendations
- 10) Upload the final report on <https://www.careevaluations.org/>

Timeline and Deliverables

It is estimated that the midterm review should take **no more than 20** working days and can be spread

over two months between 11th May and 6th July 2026. Please note that the contract *should be fully completed and closed by 6th July 2026*.

The following deliverables will be produced and submitted by the consultant as part of this assignment:

- 1) An inception report is to be completed and submitted to CARE within **7 days** after the award of the contract (maximum 15 pages, excluding annexes). At minimum, the inception report should detail the objectives of the study, the study design and methodology, key deliverables with timeframe, workplan, data collection instruments. *Working days: 2*
- 2) The fieldwork and data analysis are to be completed within **15 days**. *Working days: 10*
- 3) A draft mid-term review report (not more than 50 pages, excluding annexes), including an executive summary, is to be completed and submitted in soft copy to CARE within **14 days** following fieldwork completion. *Working days: 5*
- 4) Stakeholder feedback and responses are to be submitted to the consultant within **7 days** after receiving a draft midterm review report from the consultant.
- 5) A presentation of preliminary findings (virtual/hybrid meeting) is to be conducted following the first review of the midterm review report. *Working days: 1*
- 6) A final midterm review report, including an executive summary, is to be completed and submitted in soft copy to CARE within **6 days** following stakeholder review. *Working days: 2*
- 7) Both quantitative and qualitative data sets are to be submitted to CARE **alongside the submission of the finalized midterm report**.

Expertise Required

Areas of specialization: Experience evaluating programs in climate justice, gender equality, food security, biodiversity conservation, civil society strengthening and skills in policy influencing process. For firms, the following shall also be required: Registration documents and the valid trading licenses /permit.

Team Leader

- Masters' degree with strong biases in climate change, natural resources governance, advocacy and gender.
- Demonstrated experience of leading and conducting reviews (leading at least 1, conducting at least 3 assignments) related to climate resilience building and natural resources governance and advocacy and gender.
- Experience of at least 5 years working in climate change and natural resources governance and advocacy and gender in Lao PDR.
- Experience in relation to similar assignments with clear references (names, phone contacts and email contacts).
- Excellent spoken and written English and Lao. Command of Suay or Laven is an asset.
- Experience and skills for writing effective reports.

General

- A demonstrated high level of professionalism and ability to work independently and in compliance with deadlines.
- Strong interpersonal and communication skills.
- Good computer skills.

How to Apply

If you are interested in this role, please submit your (1) CV, (2) cover letter, (3) two references, (4) proposed

mid-term evaluation study plan, and (5) cost quotation (daily rate) to: Lao.contracts@care.org by **10th May 2026**, please include the text: **“Application for SGTF Midterm Review”** in the subject of your email.

Note that the cost quotation should include the consultant’s daily rate as well as any materials and travel costs required for the consultant to complete the evaluation outlined above.

For specific technical and more information, please contact Nouandam.kommana@care.org

Annexes

1. [SGTF - Logical Framework](#)
2. [Mid Term Review Report Outline](#)