

TERMS OF REFERENCE

DEVELOPMENT OF ME&L GUIDELINE

1. INTRODUCTION

The African Women's Development Fund (AWDF) was established in June 2000, as an Africa-wide philanthropic, grant making initiative to support the realization and fulfilment of African women's rights through funding of autonomous women's organisations. These organisations are contributing to the improved living conditions of beneficiaries, increased recognition and inclusion of women's rights issues in the development agenda and for the continuous struggle for social justice in their communities. AWDF has provided grants and technical support to women's organisations in 42 out of the 54 African countries since the beginning of its operation in 2001.

To achieve AWDF's vision for women to live in a world where there is social justice, equality and respect for women's human rights, AWDF mobilizes and disburses financial, human and material resources to support positive transformation in Africa. We believe that If women are empowered with skills, information, sustainable livelihoods, opportunities to fulfil their potential, plus the capacity and space to make transformatory choices, then we will have vibrant, healthy and inclusive communities.

As a grant making foundation, AWDF relies largely on its grantee organisations to provide accurate data on supported projects to enable it learn from past experiences and plan accordingly to meet various needs of its constituencies. These data are also used to report back to donors and other stakeholders who provide funding for projects. In order to do this, grantees need to have robust M&E systems and structures in place to enable them efficiently and accurately plan, implement, monitor and evaluate projects and communicate results to stakeholders.

2. PURPOSE OF GUIDELINE

“Organizations working for women’s rights and gender equality are under growing pressure to demonstrate results. The resources for gender equality work—especially for approaches where impacts are harder to measure in quantifiable terms—have also been on the decline, as AWID’s “Where is the Money for Women’s Rights?” research has shown. Many donor agencies—and particularly the gender equality programs within them - have been under pressure from governments (in the case of bilateral agencies), or their boards and “back donors” (in the case of private foundations and women’s funds) to show what difference their resources have made. They have consequently strongly promoted the use of more linear, cause-effect and results-based monitoring and evaluation frameworks by their grantees. At another level, there has been a global challenge to civil society around its accountability, legitimacy and credibility. In response, civil society organizations have attempted to increase transparency about their resources and strategies, improve internal learning systems and undertake more rigorous assessments of their effectiveness and impact, in order to more clearly establish the social value added by their work. Women’s rights organizations are very much a part of this process, but given that their interventions are often movement based and / or designed to deal with the structural roots of gender inequality, for which the current range of assessment tools are often inappropriate or inadequate, making a convincing case is often far more challenging.”¹

In light of the dwindling donor funds and increasing pressure to show results, it has become necessary for the sustainability of civil society organisations whether big or small to deliberately document their work and show impact.

Monitoring and evaluation is very critical to the work of AWDF. Good Monitoring and Evaluation forms part of the cycle of the management of programs or projects and contributes to ensuring that the objectives of the organisational plan are achieved. Without a Monitoring, Evaluation and Learning (ME&L) system in place, there is

¹ http://www.forum.awid.org/forum12/wp-content/uploads/2013/03/MnE_ThirteenInsights_womens-org_ENG.pdf

no clear and effective way to provide an assessment of how a program is meeting its objectives and goals. More to this, it provides AWDF and her partners with better means for learning from past experiences, improving performance, planning and allocating resources as well as demonstrating results as part of accountability to stakeholders.

AWDF generates instruments including crafting data collection tools and reporting formats to facilitate and strengthen grantees ability to efficiently and accurately report on the status and outcomes of projects periodically. To compliment this, trainings on result based programming are also organised annually as and when resources are available. As part of the monitoring visits to improve on grantees ME&L practices, on the job technical support are also provided. However, most of our small to medium sized grantee organisations lack the fundamental ME&L systems and structures and sometimes the personnel and even the understanding to effectively monitor and accurately evaluate projects being undertaken. ME&L in some instances considered as an after taught and is therefore not integrated during program design mainly because it is seen as an extra work or just don't know how to do it.

In order to equip grantees (especially grassroots organisations who don't have access to online trainings or those who cannot attend formal M&E trainings) with the capacity to build basic ME&L systems, AWDF seeks the services of a consultant to develop an easy to use manual with step by step guideline to creating basic ME&L systems for women's organisations. The following terms of reference provide details on the scope of work and deliverables.

3. OBJECTIVES OF THE GUIDELINE

The main objective of the assignment is to develop an easy to use guideline to establishing basic ME&L systems for women's organisations and groups. It is to assist and strengthen AWDF's grantees with a practical guideline to develop a comprehensive ME&L system to effectively monitor project progress, document results and provide sufficient information on work accomplished.

The Guide is also intended to focus on how ME&L can support projects in understanding performance and progress made, learning from successes and setbacks as well as recommendations on how to improve future program work.

4. SCOPE OF WORK

The consultant is expected to undertake the following task to deliver on the objectives:

- Review of organisational capacity of sampled grantee organisations with little understanding or no ME&L systems as well as those with good ME&L system for lessons
- Review of organisational structure (governance, management and programming) of women's rights organisations to establish/improve ME&L system
- Provide recommendations on the best practical guide to establish/improve grantees ME&L system
- Develop/ design a step by step guideline for establishing an ME&L system. Each step should include simple and straight forward examples that will help grantees conceptualise what is being said in the steps. This includes on how to plan, implement, monitor, document and communicate results
- Definition of all ME&L terms used and examples given where possible

5. DELIVERABLES

- A comprehensive easy to use guideline on how to set up a basic monitoring and evaluation framework/system for women's rights organisations
- The guideline should include answers to some frequently asked questions and provide explanations to basic M&E terms.
- The guideline should also include sample template for the various ME&L tools to be developed with simple examples to demonstrate.

- Report on review done assessing grantee organisations ME&L capacity

6. APPROACH AND METHODOLOGY

The methodologies to be applied in this will be developed by the consultant in consultation with AWDF. The consultant will use both qualitative and quantitative approaches to collect, verify and analyze information. The Guideline production will be undertaken in 3 stages – an inception stage; drafting the preliminary guideline and production of final guideline.

- **Stage 1-** Inception phase involves discussion with AWDF to define the scope of work, conduct desk study and produce an inception report. This inception report will incorporate a detailed work plan, methodology for gathering, verifying and analyzing and selection of grantees for online discussion.
- **Stage 2-** Preparation of the draft guideline, submission to AWDF for comments and incorporation of comments.
- **Stage 3-** Preparation of final document and submission to AWDF

7. EXPECTED OUTPUTS

a. Deliverables

Management of the African Women's Development Fund expects the following:

1. **Inception report** that includes methodology and work plan
2. **A draft Guideline**
3. **A comprehensive final ME&L Guideline** that incorporate the following:
 - ME&L guideline with step by step ME&L processes
 - An analysis of achievements, strengths, weaknesses/ challenges and lessons of the ME&L methods of sampled grantees
 - Recommendations on how to improve grantees ME&L capacities and if things were to be done differently
 - ME&L glossary

b. Reporting instructions

1. The guideline should be clear and simply written and understandable, free of jargon. The main body of the report **should not exceed 20 pages** excluding table of contents, annexes, and the executive summary. Background information should only be included when it is directly relevant to the development of the guideline.
2. The ME&L guideline should incorporate, the following **subsections**:
 - Title page
 - Acronyms and table of contents pages
 - Acknowledgment (to be done AWDF)
 - Executive Summary not more than three pages
 - Introduction (page limit of one page):
 - Background and introduction
 - Purpose of the Guideline
 - Limitation of the Guideline
 - Findings from assessing grantees ME&L including lessons learnt
 - Specific sections of Guideline include but not limited to: the 5 Ws-(why, what, who, how and when) accountability to stakeholders; How to plan, monitor and report; How to use the data (qualitative and quantitative); How to generate Learnings; etc...
 - Conclusion
 - Annexes

- All relevant documents including one example each on how to do ME&L for small and relatively bigger grants; Institutional strengthening grants – measuring the shift in growth. For example: small could be those organisations with less than \$50,000.00 annual budget and relatively bigger are with more than \$50,000.00 annual budget.
 - ME&L glossary
3. The consultant should support her/his inclusions with relevant information and state how this has been sourced and verified.
 4. Recommendations should also include details as to how they might be implemented.

8. MANAGEMENT OF PRODUCTION OF GUIDELINE

AWDF's Monitoring and Evaluation Specialist will oversee the execution of this work and coordinate the day to day activities. She will provide administrative support including compiling and forwarding all the necessary documents and any other support that might be required. AWDF will also be responsible for funding the exercise, for disseminating the Guideline and conducting any other follow ups that might arise.

9. CONSULTANT'S PROFILE AND QUALIFICATION

AWDF is seeking to engage a ME&L expert with extensive experience in developing ME&L Guideline. AWDF expects the following:

- The consultant must be able to demonstrate experience in systematic verification, synthesis and analysis of both quantitative and qualitative data, preferably in a grant making context.
- The consultant must demonstrate knowledge in developing ME&L guideline to support the work of small to medium size women's rights organisations.
- The successful candidate for the assignment must also demonstrate knowledge and experience in monitoring and evaluating regional projects in Africa (covering more than one country) and familiarity in women's rights work
- The consultant should have a proven ability of producing a comprehensive but ease to understand and use guideline.
- The consultant is required to submit one example of a Guideline on the subject area that the consultant has produced previously/recently when responding to the terms of reference.

10. PROPOSED BUDGET AND TIME FRAME

The production of the guideline is expected to be carried out within 20 days between the months of May and June 20, 2017. This period includes submission of final document to AWDF. After submitting the initial draft document to AWDF, AWDF will get back to the consultant with comments on agreed date during the inception stage. Then, the Consultant will integrate all comments received and submit a final Guideline to AWDF before or by the deadline.

AWDF will cover all expenses related to this exercise including consultancy fees and key staff time.

The deadline for the submission of proposal is April 30, 2017.