



End of Project Evaluation for the African Women's Development Fund

Comic Relief's Devolved Grant Making Program Phase II

August 2014



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Disclaimer: The views and opinions expressed in this report are those of the authors and do not necessarily reflect the official policy or position of AWDF and/or that of their Partners.

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List of Acronyms and Abbreviations

AC&S	Arts, Culture and Sports
AIDS	Acquired Immunodeficiency Syndrome
AWDF	African Women's Development Fund
CAR	Central African Republic
CBO	Community Based Organization
CR	Comic Relief
DRC	Democratic Republic of Congo
EE&L	Economic Empowerment and Livelihoods
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GP&S	Governance, Peace and Security
HIV	Human Immunodeficiency Virus
HRR	Health and Reproductive Rights
M,E&L	Monitoring, Evaluation and Learning
MSC	Most Significant Change
NGO	Non-Governmental Organization
PLWHA	People Living with HIV and AIDS
TOR	Terms of Reference
WHR	Women's Human Rights

Executive Summary

Background

The African Women's Development Fund (AWDF) was established in June 2000 as the first Africa-wide, African led, women's rights grant making foundation. In the year 2011, AWDF received a grant of £2 million from Comic Relief, being Phase II of the period from April 2011 to March 2014. This was supplemented by an additional £1 million in November 2012, making it a total of £3 million. The framework for the delivery of this project has largely been determined by AWDF's 2011-15 Strategic Plan (SPIII) and was to be implemented in Sub-Saharan Africa.

Evaluation Purpose

An end of project evaluation was conducted for AWDF between July and August 2014. The evaluation was specifically focused on the performance of AWDF's Phase II Project which was part of Comic Relief's (CR) Devolved Grant Making Program. The project focused on four areas, namely: Grant Making in each of AWDF's six thematic areas; Capacity and Movement Building; Strengthening AWDF's Communications; and Partnership Development. The purpose of the evaluation was to evaluate the project performance, identify good practices and draw out lessons that can be applied in future interventions. As the Comic Relief grant was meant to support AWDF's Strategic Plan, the evaluation looked at AWDF's main areas of work and assessed the role of the Comic Relief grant within which the AWDF initiatives were conducted. The evaluation also coincided with AWDF's Strategic Plan mid-way point. Findings from the evaluation will also be valuable in informing AWDF decision-making processes for the remainder of its plan period.

Evaluation Methodology

The sampling frame for this evaluation consisted of grantees from 35 African countries supported by AWDF through the Comic Relief grant. Country visits and fieldwork was carried out between 14th July and 8th August 2014 resulting in face to face meetings with 78 representatives from 27 pre-identified grantees from Cameroon (Central Africa); Uganda and Rwanda (East Africa), Ghana (West Africa); as well as Zambia and Zimbabwe (Southern Africa). Project site visits were made in Cameroon and Zambia and discussions were held with 36 community beneficiaries supported by AWDF's grantees. An additional 22 grantees from 15 countries participated in virtual interviews, either by phone or Skype, during in-depth interviews. Besides, responses from 126 grantees were collected through an online survey which consisted of an English and French questionnaire. About a fifth of the online survey respondents (21%) were French and the rest (79%) were English. Most Significant Change stories were also provided by 13 grantees. A total of 93 documents provided by AWDF, which included 71 grantee reports across the six thematic areas, were reviewed. In addition, key AWDF staff, board members and a representative from Comic Relief also made contributions to this evaluation which was validated in a meeting in Accra attended by 16 participants, comprising of AWDF staff and partners before the finalization of this report.

Summary of Main findings

Overall, the evaluation team conclude that Comic Relief Devolved Grant has significantly enabled AWDF to effectively implement its Strategic Plan 2011-2015, thereby enabling women across Africa to be empowered and realise their rights. Based on the evaluation findings, the flexible nature of the Devolved Grant has enabled AWDF to respond to the

strategic needs of its grantees and subsequently supported 268,243 women and girls who directly participated in a diverse range of activities. Indirectly, more than 1,000,000 beneficiaries could have benefitted from the Devolved Grant Making program. Some of the major findings from the evaluation were summarised as follows:

Support to AWDF's Strategic Plan 2011-2015

Most importantly the evaluation found that through this grant AWDF has made significant contributions to changing the lives of various groups of beneficiaries; supported grantees to improve the delivery of their services and strengthen the sustainability of their projects; contributed to strengthening women's Movement; and influenced other funders through its funding practices. The grant was a multi-year flexible grant allowing AWDF to meet its strategic objectives, be innovative and become more responsive to emerging needs and priorities for women in Africa. While the grant has allowed AWDF to respond to the core needs of its grantees, it also enabled them to be more proactive and ensure that critical and emerging development issues were also being addressed.

The program supported 269 small to medium sized organizations and delivered 278 projects which were designed around six thematic areas stated in AWDF's strategic plan. Some of the positive changes resulting from the implementation of the Devolved Grant included:

- Scaling up of AWDF's efforts to reach out to more grantees: including new grantees whom they had never funded before. Overall, up to 60% (n=76/126) of the survey respondents stated that their organizations had never been funded by AWDF before 2011. More importantly, AWDF has increased support to Francophone speaking communities. 20% of the grantees (n=55/269) were Francophone. Just above half of these Francophone organizations, i.e. 53% (n=29/55) received AWDF funding for the first time through this grant.
- Leveraging Leadership – To a very large extent AWDF has further consolidated their position within the women's movement and social justice philanthropy in Africa. AWDF has been able to hold national and feminist forums in Ugandan, Ghana and South Africa which has made the movement to grow as well as create forums for strengthening the existing members through sharing experiences.
- Influencing funding policies and processes – The positive impact of AWDF's work ultimately influenced other donors to appreciate the value of funding women's organizations and the difference that their work is making. At the same time, focusing on women's empowerment issues is also used as a way of influencing the way that policymakers are addressing women's issues across Africa. Funders are, for instance, realising the importance of supporting men focused projects aimed at attitudinal change for the benefit of women, for example in the area of HIV testing and maternal health activities.

Effectiveness and efficiency of AWDF in its grant making and non-grant making work

AWDF has made full use of the devolved grant, awarding a total 278 devolved grants to 269 organizations across 35 African countries, with a value of US\$3,438,730. On average each grant was US\$12,370. The provision of these grants resulted in major changes for the grantees. The response from grassroots, small and medium sized organizations from across

Africa who were supported and were enabled to achieve positive results in very challenging economic environments was positive. More than 90% of the women-focused organizations that were interviewed in this evaluation confirmed that they were supported to effectively reach a large proportion of marginalized and vulnerable groups of people, particularly women and girls from underserved areas.

In addition to funding, AWDF has also provided non-financial support to strengthen the grantees so that they may, in turn, be able to provide improved services to their beneficiaries. This support included: (a) assistance with the development of grant proposals by grantees; (b) feedback provided on reports and work of the grantees; (c) capacity development assistance in areas such as resource mobilisation, finance and more broadly project implementation; and (d) linking of grantees within and across countries. Such assistance has proven to be valuable as confirmed by almost every one of the grantees interviewed during this evaluation who stated that such support has improved the capacity of the grantees in several ways.

The evaluation team observed that changes brought about through the use of the Devolved Grant are sustainable. Even though only 32% (n=40) of the grantees who participated in the online survey had already secured further funding for the AWDF funded projects, up to 79% agreed that their activities would continue beyond the current project funding period.

AWDF's grant making and management policies and processes

The grant allowed for the integration of organizational development and capacity building intervention with grant making activities, thereby enabling grantees to achieve their strategic objectives as well. The general perceptions of the grantees on AWDF were remarkably positive.

The organizations felt that with the support of AWDF, they now enjoyed increased recognition and visibility. Amongst other things, the assessment processes of applications by AWDF received positive ratings, despite comments from some of the grantees that it had taken long between their application and the awarding of the grants. The grantees felt that the assessments were made easier due to the ease of setting of project activities within AWDF's six thematic areas of focus.

Although the level of AWDF's funding to grantees was considered low across the board, it was encouraging to note that up to 45% of the survey respondents still felt that the amount of funding was excellent (16%), good (29%) or moderate (44%).

Overall, the feedback on AWDF's communication, feedback and follow up mechanisms were rated very highly by most of the evaluation respondents (95%). In addition, AWDF's financial management and disbursement were also rated as excellent. With regards to monitoring and evaluation, AWDF has utilised several methods to monitor and evaluate the progress of the devolved grant including the use of funds by its grantees. The overall impression was that AWDF is good at grant making but the operational management of monitoring and learning could be stronger. Quantitative information on grants was considered to be good but to objectively verify the information on impact of the grants has proven to be more of a challenge.

Enablers of Change

- The presence of a clearly articulated strategic plan which is shared by AWDF's board, staff and grantees.
- The nature of the grant that allowed flexibility, innovation and responsiveness to the needs of the beneficiaries and of the grantees.
- Commitment, passion and professionalism that AWDF staff show to the grantees.
- Effective recruitment of high performing grantees addressing strategic issues facing women in Africa.
- Comic Relief's keen interest and support for learning and sharing from this project.
- AWDF's investment in capacity development and encouragement of learning amongst its grantees. AWDF's is also committed to learning from their work, e.g. strategic evaluations for AWDF's work / different thematic areas they implement.

Challenges and Constraints

- AWDF's M&E systems for its grant making work do not capture the impact of the work of AWDF in its full essence.
- Attributing changes to a project is difficult especially because of a limited implementation timeframe and budget constraints.
- Spreading the work too thinly with some countries receiving disproportionately lower grants than others has meant that some have not been able to achieve as much as anticipated.
- The different grantees are all at different levels of maturity and hence they require different kinds of support.
- Lack of skills for resource mobilization amongst the grantees, which is further complicated by unhealthy competition for funders amongst the beneficiaries.

Summary of Recommendations

For AWDF:

1. Grant making and grant management processes
 - Endeavour to provide more multi-year grants so that grantees can focus on improving quality of returns rather than trying to hunt for new funding constantly.
 - AWDF may need to find ways of responding to funding proposals in a timely manner and in the case of a late positive response, consider giving the grantee an opportunity to confirm if the needs have changed.
 - Taking into account the issue of spreading support too thinly, AWDF are encouraged to consider continuing the support of small and medium sized organizations with a more selective selection process to select more effective grantees that can give returns on investment.
2. Resource Mobilization and Sustaining the Work of AWDF
 - AWDF should continue to mobilise more resources from a diverse range of sources within Africa itself.
 - For institutional funding, AWDF could benefit from more strategic grants as the just ended Comic Relief Devolved Grant making program for greater reach and impact.
3. Monitoring, Evaluation & Learning
 - Capacity development programs should prioritize training on M&E. There should be emphasis on results based planning, monitoring, reporting and evaluation of grantees' work.

- AWDF should ensure that, where possible, all the grantees have included M&E within their budgets. For projects above a certain budget figure, they should also consider including baseline and evaluation studies.
 - Support should continue to be provided to ensure that the grantees learn and share from each other. However, there is need to promote more in-country linkages and networking for grantees.
 - AWDF should pull together good practices, successful approaches from across grantee countries and share between grantees.
4. Funding agencies, such as Comic Relief and other donors
- Keep up the devolved grant making and provide more support around monitoring and learning.
 - Invest and support organizations such as AWDF so that they, in turn, they can provide context specific support to small to medium size organizations who are making an impact at community level.
 - Some emerging and fundamental areas such as AC&S, WHR and economic empowerment processes are still undervalued by many funders. These should receive greater investments.
 - Given that social justice interventions are trying to change cultural practices and behaviours which takes time, donors such as Comic Relief should support programs and not just projects (3 years or more) so that grantee can support the community long term to change attitudes.

1. Introduction

This Report presents the findings of an end of project evaluation conducted for the African Women's Development Fund (AWDF) between July and August 2014. The evaluation was specifically focused on the performance of AWDF's Phase II Project which was part of Comic Relief's (CR) Devolved Grant Making Program. The evaluation was conducted by Lifetime Consulting & Partners Ltd, led by Shampa Nath (UK), David John Musendo (UK) and Jane Wanjira (Kenya). Josephine Uwumukiza (Rwanda) supported the evaluation with the French translation and interviews, which was an important aspect of this assignment. This report begins with an overview of AWDF, objectives of the evaluation and methodology used followed by the findings of the evaluation.

1.1 Background to AWDF

AWDF was established in June 2000 as the first Africa-wide grant making foundation. It supports the work of women's organizations and groups working to promote women's rights in Africa. The objectives of AWDF are fundraising within and outside Africa, grant making on an Africa-wide basis, communicating the work and achievements of African women's organizations and providing technical assistance to grantees. Since the commencement of its operations in 2001 up to the end of year 2013, AWDF has provided over twenty-one (21) million US dollars in grants to over 1200 women's organizations in 42 African countries.

1.2 Background to the Project

In April 2011, AWDF received a grant of £2 million from Comic Relief, being Phase II of the Devolved Grant Making Program that covered the period from April 2011 to March 2014. This was supplemented with an additional grant of £1 million in November 2012 bringing the total grant to £3 million. The framework for the delivery of this project has largely been determined by AWDF's 2011-15 Strategic Plan (SPIII) and was to be implemented in Africa. Of equal importance AWDF recognises the need to strengthen its own institutional development and ability to communicate the achievements of grantees in ways that mobilise greater support from key stakeholders and part of the grant focused on this.¹

The project focused on four areas, namely:

- Grant Making in each of AWDF's six thematic areas: Art, Culture & Sports (AC&S); Economic Empowerment & Livelihoods (EE&L); Governance, Peace & Security (GP&S); Health & Reproductive Rights (HHR); HIV & AIDS; as well Women's Human Rights (WHR).
- Capacity and Movement Building by investing in the strengthening of grantee institutions through training, information sharing, peer learning and exchange. It also involved engaging with constituencies that are influential in shaping attitudes and norms on women's rights such as popular culture.
- Strengthening AWDF's Communications through social media tools such as Facebook, twitter and blogs.
- Partnership Development by building strategic links and partnerships that enable greater access to resources, and decision-making.

¹ ADWF (2012) Activity Report January – December 2013

1.3 1.3 Purpose and Objectives of the Evaluation

The **purpose of the evaluation** was to evaluate the project performance, identify good practices and draw out lessons that can be applied in future interventions. As the Comic Relief grant was meant to support AWDF's Strategic Plan, the evaluation looked at AWDF's main areas of work and assessed the role of the Comic Relief grant within which the AWDF initiatives were conducted. The evaluation also coincided with AWDF's Strategic Plan mid-way point. Findings from the evaluation will also be valuable in informing AWDF decision-making processes for the remainder of its plan period.

The **specific objectives** of the evaluation were as follows:

1. Assess the quantitative and qualitative gains made in the lives of women and women's organizations, including AWDF itself, since the start of the Phase II project.
2. Assess the effectiveness and efficiency of AWDF in its grant making and non-grant making work.
3. Assess the effectiveness and efficiency of the Phase II project and contribution to the development and achievement of AWDF's goals and objectives.
4. Draw lessons learnt from the implementation of Phase II project to inform future work.
5. Provide recommendations to strengthen AWDF's future work.

It was envisaged that the evaluation findings would help determine the difference that the project has made within AWDF, to women's rights organizations and to the lives of women in the African countries supported through this project. As a result the evaluation team assessed the project from the perspective of AWDF, its grantees, the grantee beneficiaries as well as Comic Relief. They also looked at the external environment in order to determine the effect that it could have had on the project's performance.

2. Study Methodology and Limitations

2.1 Evaluation Approach

The evaluation process was designed to ensure that the key principles of participation, appreciative enquiry and an inclusive approach were used throughout the delivery of the assignment. To facilitate the participation of stakeholders in this evaluation, interviews and discussions were participatory, emphasizing the involvement of relevant stakeholders at all the stages, particularly project staff, grantees and where possible beneficiaries of grantees. The sampling frame consisted of grantees from the 35 countries supported by AWDF across Africa. Face to face meetings during country visits were conducted with 25 pre-identified grantees in six African countries across East Africa (Uganda and Rwanda), West Africa (Cameroon and Ghana) and Southern Africa (Zambia and Zimbabwe). The full list of grantees visited is provided in Annex 1 of this report. The selection criteria for the sample countries took into account the geographical location and representation of both Anglophone and Francophone grantee countries. In selecting the grantees, the evaluation team considered the grant values and thematic areas covered by the countries. The respondents also included 8 key AWDF staff and a representative from Comic Relief. An additional 25 grantees from 15 countries were contacted by phone or Skype for in-depth interviews. Responses were also collected from 129 grantees through an online survey.

2.2 Study Methodology

The evaluation adopted a mixed methodology that combined the strengths of quantitative and qualitative methods. First, the team conducted a **Desk Review** of 93 key project documents provided by AWDF, including the project proposal, agreements with Comic Relief as well as annual reports. This included 71 grantee reports across the six thematic areas. It should be noted, however, that the 71 reports were progress reports written by grantees; the level of objectivity of results reported should, therefore, be viewed taking this into consideration. The team also reviewed external documents to get an overview of national priorities and scenarios that the project contributed to, thereby providing a better understanding of the project and its context. A full list of the documents reviewed is provided in Annex 2 of this report. Knowledge gained through the document review assisted in the development of **data collection tools** that were used for this evaluation. The list of tools that were utilized with a whole range of participants included: FGD Guide, Key Informant Interview Guide (face to face / virtual), online survey questionnaire and Most Significant Change Story template.

Fieldwork Data Collection

The field work to collect both primary and secondary data from the various informant groups was carried out between 14th July and 8th August 2014 (schedule provided in Annex 3).

Ultimately, the evaluation process utilised the following methods:

- a) *Key Informant Interviews*: These were held with 8 AWDF representatives and 2 board members (n=10), grantees (n=27; total staff = 78) and Comic Relief (n=1). In addition a total of 22 telephone/Skype interviews were also held with grantee representatives from 15 countries to ensure that grantees were well represented across the different countries.

- b) *In-country site visits and meetings*: The evaluation team conducted discussions with a sample of representatives from 25 grantee organizations. The site visits, which included meetings and discussions with up to 36 community beneficiaries across five countries helped to provide an in-depth understanding of the relevance, effectiveness and impact of the project. Table 1 provides the details of the respondents who participated in the evaluation during the country and site visits:

Table 1: Grantees and Beneficiaries met during country visits

Region	Country	Grantee organizations	No. of staff met from grantees	No. of beneficiaries
West Africa	Ghana	6	22	15
Central Africa	Cameroon	8	23	4
East Africa	Rwanda	2	3	-
	Uganda	1	16	6
Southern Africa	Zambia	6	8	11
	Zimbabwe	4	6	-
Total		27	78	36

- c) *Online Survey*: An online survey was used to obtain information from a wider group of grantees across the 35 countries. The questionnaire was sent to 242 grantees (excluding those covered through the field visits) with 149 responding to the online survey. As some of the responses were incomplete, only 126 responses were included in this study.
- d) *Collection of Most Significant Change (MSC) Stories*: All the grantee organizations visited were asked to share MSC stories. Out of an expected 25 stories, 13 stories were compiled (see Annex 4). These stories were used to help identify the key changes experienced by AWDF's grantees and their beneficiaries over the last three years.

2.3 Data Analysis and Report Writing

Evaluation data were analysed to draw out key findings, lessons learnt and how the lessons could be incorporated into future programming. The analysis consisted of a thorough examination of the responses to individual questions, comparing answers and selecting themes from which to draw key conclusions. Reflective discussions and content analysis were also used to analyse responses from key informants, focus group discussions and MSC Stories. The analysis was also guided by the evaluation framework provided in Annex 5. The draft report was discussed at a *validation meeting* in Accra, attended by 16 AWDF staff members and partners, on the 15th of September 2014. The comments received from the validation meeting were used during the final write up of this report.

2.4 Study Limitations

While we fully appreciate the support received in the delivery of this assignment, some challenges were met and are highlighted below:

- i) The evaluation team were unable to meet with some grantees and some beneficiaries during the field visits due to time and distance restrictions. Each country visit was scheduled for three days which compromised the distance that the evaluators could travel. In such instances, telephone interviews were held instead.
- ii) Telephone / Skype interviews with some grantees also proved to be a challenge as either the requests for interviews were not acknowledged; in some cases or communication lines were very weak, making it difficult to hold meaningful interviews.
- iii) Even though the templates for the MSC stories were sent to the grantees in advance of the country visits requesting them to complete these by the time of the visits, in most cases this was not done. Grantees were then asked to submit their stories by email but once again a low response level was received.

3. Results and Analysis

3.1 Devolved grant making model

The primary purpose of the Devolved Grant was to enable AWDF to effectively implement its Strategic Plan 2011-2015, thereby enabling women across Africa to be empowered and realise their rights. The flexible nature of the devolved grant was meant to allow AWDF to realise its theory of change, which was that “If women are empowered with skills, information, sustainable livelihood, opportunities to fulfil their potential, and the capacity to make transformational choices, then we will have vibrant, healthy and inclusive communities”². The grant was also meant to help AWDF: (a) strengthen its own internal systems and processes to address effectively the growing demand and expectations on its resources and expertise in a timely and proactive manner; (b) strengthen its ability to report on impact and develop shared knowledge management on women’s rights issues; (c) leverage its leadership position in the women’s movement in Africa to create spaces for autonomous reflection, and collective agenda setting.

AWDF saw this as a bold movement in giving an African organization the opportunity to support their strategic plans. This model was a departure in one sense, yet a statement on the other of determination and trust – to enable these organizations to do what they wanted to do. This is a model that AWDF feels others should follow, hoping other organizations could be proud and showcase, mainly because they are brought into contact with communities they would have never reached such as the marginalised. They are not supporting beneficiaries but supporting citizens.

Through this AWDF was able to build a critical mass of well led, informed and progressive African women’s organizations with the resources and skills to hold governments and other duty bearers accountable to their commitments and responsibilities to uphold the rights of women.

The model allowed AWDF 100% say in what they want to do. This has been possible because the DGM model allowed AWDF to have complete say in what is to be done and how it is to be achieved. AWDF were not required to move away from their core mission and vision to meet a pre-determined agenda set by the donor. This enables AWDF to become stronger and rise from one level of performance to another and thereby reach more constituents. Comic Relief has, therefore, through its DGM Model been building not just institutions but Movements through the institutions.

In the post 2015 agenda, AWDF perceives a shift away from social justice and women rights to social impact assessments. There is an increasing need and demand from donors to focus on the quality and change in the individual and community circumstances, which are difficult to measure. It is of great concern to AWDF that many traditional donors for women’s rights are moving further and further away from wanting to see impact measured without real conversations about what women’s rights and progress in this area are in the context of social justice. The emphasis appears to be more on counting numbers rather than quality and change in an individual’s circumstances. The DGM Model and Grant, however, give autonomy

² AWDF Project Proposal to AWDF

to AWDF to decide its agenda. Comic Relief has stepped back and allowed AWDF to continue its work in the area of social justice and decide what it needs to do. While AWDF is required to report on progress being made, there is recognition by Comic Relief of the limitations faced in reporting impact in simply quantitative terms with the additional expectations of impact level results within a short period.

During interviews for this evaluation, Comic Relief stated that because of limited M&E data, they would hesitate to say anything in relation to AWDF's success with respect to women in Africa. What they were able to confirm was that in terms of grants AWDF made to organizations, they have supported a range of sizes, acknowledging that many were very small community based organizations which gives those organizations basic skills to grow. They also confirmed that AWDF try to find ways to reach organizations in remote, hard to reach places. In the case of large organizations, however, they felt they tended to be the same ones because there are only a few in this category. Comic Relief also felt that while AWDF has a deliberate policy to fund as many countries as possible, there could be pros and cons to this.

AWDF has been publicising the DGM model. It wants Comic Relief to realise the model enables AWDF to reach people that otherwise would not be reached. The grant provided under this model also helps citizens to be part of decision making in their country. AWDF recognises that this must have been a risk for Comic Relief. The question remains whether in Comic Relief's views it was a risk worth taking. AWDF is able to say with certainty, which the evaluators echo, that the grant has made a noticeable difference in many women's lives.

Value for Money

AWDF's grants are given to a massive network of small organizations that donors such as Comic Relief would not have been able to fund directly. AWDF were commended by grantees for demonstrating good value for money and this has been confirmed by the evaluation team. Amongst other things this considered:

- Returns on investment i.e. grant amount versus beneficiary numbers.
- Ability by the grantees to have achieved results above and beyond targets: about 75% of the grantees reported greater reach.
- The number of grants given, themes covered and the impact on the ground.

Comic Relief too felt that AWDF demonstrated value for money in terms of the number of grants they gave out to grantees and the number of grantees they managed to fit in into monitoring visits. Comic Relief hoped that because AWDF was able to use funds flexibly, they would be doing things more efficiently e.g. doing fundraising to cover core costs.

Issues to consider

- It would be useful for AWDF to also develop a working framework on how they define good value for money so that they can determine the cost effectiveness of the grants awarded. This will be particularly useful in considering whether they should further scale up in future or consolidate their achievements and focus only on a few organizations that are proven to be effective and produce and report on results.
- In order for grantees to scale up as well, AWDF needs to consider whether it should give more multi-year grants so that grantees are able to use the funds effectively over a longer time period to produce the required results. This is because in many cases the one year period given for the grant is insufficient to produce social justice results that are expected of grantees.

3.2 Devolved Grant making contribution in AWDF Delivery of its Strategic Plan III

Comic Relief's Grant has been used to support AWDF in achieving its Strategic Plan III over a period of three years. This has been possible in the following ways:

1. Flexibility and innovativeness – The Grant was flexible by not being attached to any particular AWDF programme to limit the scope of work. This Grant enabled AWDF to be more responsive to the needs of their constituencies – enabling more multi-year and continuous funding, moving from one thematic area to another or from one programme area to another as and when the shift becomes necessary. This is reflected through the range of organizations and projects that AWDF supports – from small to medium sized organizations as well as ranging across six thematic areas. It is also reflected by the speed at which AWDF is able to respond to needs. In Nigeria, for example, grants were obtained from AWDF to mobilise women to respond to campaigns when school girls were kidnapped by terrorists. This increased the level of advocacy for the organizations as well as awareness about girls' rights.
2. The grant has allowed AWDF to be innovative. Arts, Culture and Sports were added as a thematic area following recognition of the role it plays in empowering women. Organizations focusing on this area were able to take advantage of this to further the cause of women in the arts, sports and literary field. For example, FEMRITE's members in Uganda have attended workshops to develop their literary skills and produced works at these, which in some cases have subsequently been published. Some pieces produced through such workshops are also now used in the schools of Uganda.
3. The Grant has also enabled AWDF to address some of its long standing organizational development issues. This includes the following:-
 - Communications – The Grant has been used towards AWDF's outreach work, which has become more central and critical to AWDF's activities. Investment has also been made in social media, which enables AWDF to set up new programmes to harness the organisation's ability to connect with new constituents, especially young people. This is particularly important as Africa is considered a young continent with a larger proportion of the younger generation. While such programmes have not been funded directly by the Comic Relief Grant, the Grant has enabled AWDF to leverage new funds from other donors for such programmes. An example of this is the funding obtained from The Bill and Melinda Gates Foundation. Through AWDF's outreach

communication work, they were able to convince the Foundation to invest in women's rights organizations.

- It has led to revision of some policies within the organization. This included Training policy, development of sabbatical policy to mention but few.
 - AWDF has adopted International Public Service Accounting Standards (IPSAS) as the main financial management guidelines. This has enabled them to report appropriately to the donors. This has also ensured that work is done efficiently and that proper records are maintained.
4. Reviewing AWDF's grants management system – This review, which was made possible using the Comic Relief Grant, has helped leverage funds from additional sources. The overhauling of the information management system has also helped AWDF to address Comic Relief's concerns about measuring quantitative impact as they are now able to manage their programme data more effectively.
 5. Raising visibility of the grantees – This aspect has been critical to the development of grantees. By raising grantees profile through AWDF's support, grantees were able to get attention of new donors and influence such donors.
 6. Leverage for more funding – As the Comic Relief funding is not restricted to any specific African country as many other grants are, this has enabled AWDF to scale up its operations to expand its coverage to more countries and grantees. For instance, in the case of AmplifiedChange which is a partnership between the Danish and Dutch Governments and a consortium that AWDF is also a part of, AWDF has made a case to them to fund the type of small to medium sized organizations that AWDF supports, namely, those organizations that had never accessed such funding before. The consortium of three has had extensive discussions and set indicators and criteria to ensure that sufficient support is provided to AWDF's constituencies.
 7. Raising the profile of philanthropy in Africa. Through the support from Comic Relief AWDF has been able to raise the profile of philanthropy in Africa. AWDF has been able to act with other partners under the direct grant initiative to discuss and get suggestions from its peers on critical issues such as M&E, staff remuneration, etc. This has helped form a network of support. For example AWDF plays a key role in strengthening African Grant Makers network (AGN). The Grant has also helped change the nature of support from the 'traditional' pattern where external aid was provided to African organisations, often based on pre-determined donor agendas. Now through the DGM Model, this pattern has changed with Africa helping Africans with the grant maker who is from the same region being fully appreciative of the context and issues being addressed.
 8. Strengthening advocacy and Movement building in Africa - The grant has enabled AWDF to support national chapters to strengthen women's movements. For example, between 2011 and 2014 a number of countries were able to continue with their national feminist forums (Uganda, Nigeria, etc.) or hold their first feminist forum (Liberia and, Mali).

9. AWDF has been able to use funds from CR to produce a manual on resource mobilization and a communication handbook, which are being utilised as training tools for the grantees and beneficiaries.

10. Through the flexibility of the fund and institutional support it provided, it has ensured that members of staff are retained as the organization is able to pay their salaries. It also enabled staff members acquire on the job training through peer visit or tailor made trainings. This enabled for continuous system and structure review to address the growing needs of the organization.

Other support by Comic Relief to AWDF during the Grant period

In terms of other supports provided by Comic Relief to AWDF aside the funding, the evaluators were unable to obtain sufficient evidence to demonstrate the extent to which Comic Relief has utilised its organizational assets to support AWDF in its delivery of change initiatives. As stated by Comic Relief during interviews, in the case of marketing and communications, in the early days it was hoped by Comic Relief that their technical expertise would help the African grant makers to make links to the international media or corporations. But within Comic Relief, it is the grants team that has relationships with the grantees; other teams at Comic Relief have not been much involved in the grants-related work. It was learnt that the Comic Relief marketing and communications team's resources are largely stretched since they also focus on bigger campaigns, making it difficult for them to effectively help individual grant makers with their publicity efforts.

Because the grant was totally unrestricted, it was a great help to AWDF. Comic Relief also felt that it is helpful for grant makers because Comic Relief. Also there here has been no set format for the reports with only four broad key questions that all grant makers have to provide information on, which helps grant makers answer the questions in a way that helps them. The challenge for Comic Relief, however, of this freeform is that Comic Relief has needed to become more systematic and robust about expectations about grantees' MEL. Throughout the grant period AWDF was one of the organizations that Comic Relief pushed to strengthen MEL as admitted by Comic Relief.

Comic Relief recognised that they often required grant makers such as AWDF to support them in marketing and communications at short notice, requiring visits to grantees, which may have at times caused problems for AWDF grantees. They confirmed that AWDF responded well to marketing and communications requests as well as questions on reports. Comic Relief also acknowledged that AWDF was a high performing grant maker and while reports were at times late, they notified Comic Relief about the delay.

In terms of Comic Relief assisting its grant makers in Africa to access decision makers, they admitted that due to workloads and time pressures, they were unable to provide much support in this respect and instead carried out their primary duties, namely, receiving annual reports from the grant makers and providing feedback on these.

Comic Relief acknowledged that AWDF have an extremely committed and competent staff team.

Addressing the question of whether or not the grant has been able to support AWDF's Strategic Plan, the evaluation found that through the grant:

- AWDF has been able to contribute to changing the lives of various groups of beneficiaries.
- Grantees have been able to improve the delivery of their services to beneficiaries and strengthen the sustainability of their projects
- AWDF has been able to contribute to the Movement
- AWDF funding practices have influenced other grant givers

3.3 Capacity change of grantees

Who ultimately benefited through the Devolved Grant?

A critical mass of women, committed to influence policy and practice on issues of critical concern faced by women, has been effectively mobilized through the work of this project. Some of the issues include gender based violence, poverty reduction, HIV as well as food security. Women, especially from vulnerable and marginalized backgrounds, were enabled to actively seek redress from social exclusion and discrimination through 278 projects supported by this grant. A total of **268,243** girls and young women directly participated and benefitted from the devolved grant. Indirectly, it is possible that the project reached close to 1,000,000 people, especially women. An analysis of the project documents indicates that a large majority of the project beneficiaries, i.e. 71.83% were young women. The various categories of beneficiaries and numbers in each are reflected in Table 2.

Table 2: Categorization of beneficiaries

Beneficiaries	Number	Percent
Women With Disabilities	71	0.03%
Women inmates	80	0.03%
Women in the art	110	0.04%
Widows	166	0.06%
OVC	340	0.13%
Law enforcement personnel/ service providers	412	0.15%
FSW	419	0.16%
LGBTI	1,000	0.37%
Indigenous Women	2,270	0.85%
Traditional leaders	3,680	1.37%
Survivors of violence	14,564	5.43%
Women Living with HIV/AIDS	16,954	6.32%
Rural women	35,496	13.23%
Young Women	192,681	71.83%
Total	268,243	100%

Comments and Observations

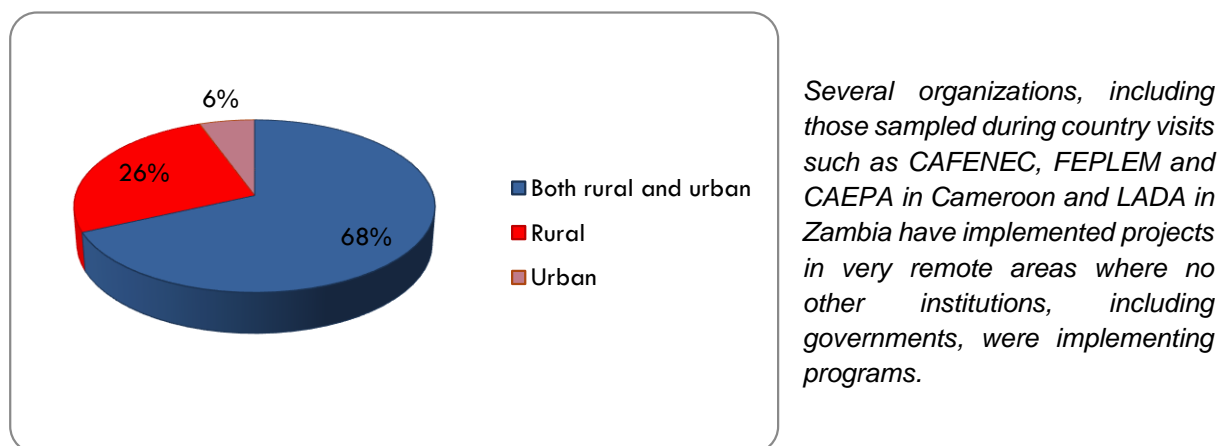
AWDF acknowledged the need to review the way that they collect and record information on project participants.

- First, based on the findings from the online survey, interviews and field visits, the evaluators observed that AWDF's monitoring systems has not captured data on the large number of people who have indirectly benefitted from this grant. While AWDF expected the grantees to report on the number of people who directly *participated* in this project, the numbers indirectly benefitting from the project were not reported. While it is difficult to objectively determine the actual numbers of indirect beneficiaries who benefitted from the project, the evaluators believe that close to 1 million people, especially women would have benefitted over the three year period under review. In general estimating indirect beneficiary numbers is recognized as important to determine the full extent of impact and yet is recognized by AWDF as a challenge to determine, which the evaluators acknowledge.
- Second, the categorization of beneficiaries in Table 2 was found to be problematic as most of the young women or rural women mentioned in the table could as well fit into all the other categories. The categorization therefore fails to address the likelihood of overlaps between the categories and therefore the proportion presented above does not seem representative enough.

Reaching Rural and Urban Beneficiaries

The survey results also indicated that 26% of the respondents' organizations focused exclusively on rural beneficiaries and a further 68% focused on both rural and urban communities (See Figure 1).

Figure 1: Grantees in rural and urban areas



Differences made in the lives of the beneficiaries

The specific changes that beneficiaries have reported were identified through grantee and beneficiary interviews, the online survey, most significant change stories and through review of nine grantee reports. The key changes are summarised in the following section, under the different thematic areas supported by this project.

Art, Culture and Sports

AWDF's support for grantee organizations has promoted the role of women in the field of art, culture and sports in various ways. A total of 17,207 across five countries benefitted directly from Comic Relief funding (\$257,000) invested by AWDF in this thematic area. A review of seven (7) grantee reports revealed that at least 25,612 indirect beneficiaries gained from the initiatives/projects implemented by grantees under this thematic area. The value of the grant was also confirmed by 4% of grantees in this thematic area who responded to the online survey. In the literary field, for instance, it has opened doors for women by enabling their work to be published in what are in many cases male-dominated environments. Examples of changes collected from the grantees reporting about the changes in this thematic area during field or telephone interviews included:

- Increased knowledge and skills resulting from special workshops that were conducted for women in the music industry.
- Artists who were less known in the past have gained visibility and report that they are now more confident in delivering on their work.
- Some upcoming artists were able to develop relationships with 'seasoned' artists
- Grantees also report that women who have gained recognition through their work supported by AWDF funds are being appreciated by others in their community.

This project has supported our project participants to work on stories during events. Some of the stories get published nationally and others at international level. Mentors and fellow participants help make stories better, which gets them shortlisted for awards and opens up the world for them.

- FEMRITE,
'' ''

By this project women visual artists feels they are a part of the state. The facility has sparked new thinking on ways of visual expressions on women's contribution to development. This has extended to the development of projects such as the Final Big Six, a sculptor work of women who contributed to the independence struggles of Ghana.

- Foundation for Female Photojournalists, Ghana

Economic Empowerment and livelihoods

Evidence from the evaluation indicated that the various initiatives supported under this theme have made significant changes to 8,294 beneficiaries' lives following an investment of \$661,000 in the grant period. This was confirmed by 44% (n=55) of grantees responding to the online survey. A review of 13 grantee reports also confirmed the gains made by beneficiaries in this area. Besides the direct beneficiaries at least 17,074 persons indirectly benefitted from the grantee initiatives.

Through the proceeds of some of the Gari sold, we have been able to procure and fix burglar proof doors and window railings to protect the factory from intruders. We have also been able, through the proceeds, pay school fees for all our wards this season and they are happy in school. Each member has an average of three children.

- Manchie Women's Cassava Food Processing Group

Amongst other things, the grantees interviewed during the evaluation highlighted the following changes:

- Increased self-confidence among female beneficiaries leading to better capacity for women to demand for their rights. According to AWDF, more women were enabled to speak openly with other agencies, including AWDF, which brings out some of the issues facing them.
- Initiatives have changed community perceptions towards women.
- Through business-related skills trainings provided by grantees to their beneficiaries, more women have reported increased income. In turn, this has improved other aspects such as health and support for their children's education. As a result, the quality of life and standards of living for beneficiaries have improved. In some cases this has led to establishment of cooperatives by the beneficiaries, which has facilitated access to loans and business start-up capital of vulnerable women in the communities. Others have gained confidence to participate in decision-making in the assemblies, which are key decision-making platforms.

"One of our beneficiaries is a woman who had been beaten by her husband using a log and her tooth split and stuck to her jaw for six years. By the time she came for screening, the mouth was stinking pus was oozing out. The lady could not work, neither eat well... WASN organized for her treatment and accommodation. At present she is healed, can work and is involved in commercial brick making and is able to take care of her children and her late sister's children, who was her co-wife and the source of the beating from the husband. The husband now wants the woman back as she is okay and financially stable. If AWDF had not provided this funding, this woman would be dead by now"

Executive Director, WASN, Zimbabwe

Across different countries women's contribution and value are being recognised by family and community members. In Malawi, one of the grantees reported a reduction in the incidences of gender-based violence as a result of 100 young women and girls who were supported through this grant as they raised awareness in their communities about the issues and advocated for change. In some cases the grants have had a wider impact beyond the grantee's direct beneficiaries. A grant to an organization in Uganda, for instance, was meant to cover 30 women through loans and training in different aspects of trade and business skills. Many of these women were drop outs from school. When loans were returned, the money was provided to a wider group of women. As a result the grantee was actually able to support over 250 women rather than just the initial 30. Once such women become successful, they are able to support others in their communities.

"We focus on women who were victims of violence in the genocide of 1994. Many of them are HIV positive and they were marginalized. They could not get anything meaningful to do. However, after receiving support through this grant, they have started their own small businesses like buying and selling goods"

Programme Coordinator, Grantee, Rwanda.

In addition to helping women develop skills so that they are able to earn a living, funding under this thematic area has also been used to support young girls in their education, which lays a foundation for a strong future from them as was seen in the case of beneficiaries of Akua Kuenyehia Foundation for Underprivileged Girls in Ghana.

Two beneficiaries of the Akua Kuenyehia Foundation (Keisha and Jemima Mante) have been approached by Berkeley University (USA) to apply for a scholarship for university. Foundation is working with the girls to help them with SAT examination fees and also application process. 5 beneficiaries have completed senior secondary school and another 17 beneficiaries are due to complete senior secondary school in June 2013

- Akua Kuenyehia Foundation

It is interesting to note that in 2011, 3 countries were supported in this thematic area while by 2012 this increased to 15 countries indicating the AWDF actively sought to reach a wider range of beneficiaries in 12 additional countries.

Governance, Peace and Security

Grantees, with the aid of funding provided by AWDF (US\$471,750), have supported and enabled 33,259 women to be heard in political, administrative and leadership settings where this did not exist before as confirmed by almost half of the grantees who were interviewed during this evaluation and based on review of eight (8) grantee reports, further verified by 5% (n=7) respondents of the online survey.

"We have built the self-esteem of women that has ignited their desire to take active participation in local governance and decision making processes within their communities. We have influenced the government to accept to enforce the 30% female representation lobbied for by Chameg in 2010. In the 2013 municipal and legislative elections 30% female representation was a pre-condition for accepting the electoral list of any prospective candidate. We have made a difference in minimizing male biases and harmful traditional practices of excluding women in decision making. We have inculcated the good practice of women collaborating, sharing ideas, and supporting one another. In all we have created huge awareness amongst women and the general populations on the article 9 of the MAPUTO protocol on equity representation to which Cameroon is signatory"

Grantee, CHAMEG, Cameroon

The reports of the eight grantees showed that their awareness activities through various channels such as the local and national media also produced beneficial results.

Issues covered by the newsletter became topical among women politicians.

- Gender and Development action, Nigeria

The confidence developed among women who benefitted from the AWDF funds has given them the courage to voice their needs and engage with stakeholders to demand services as also noted in the grantee reports. Others flourished in their chosen professions due to the support they have received.

Ward 8 GWG members in Zvishavane made strides in engaging their local authorities to request for spaces in which they can undertake income generating activities in a safe and clean environment.

- The Women's Trust, Zimbabwe

One of our mentees on the 2014 WIN-with-WISCAR Mentoring Programme was selected to represent Nigeria in the 2014 International Lawyers of Africa (ILFA) programme. A 2014 mentee also transitioned from being a class teacher to a Head of School.

- WISCAR, Nigeria

Health and Reproductive Rights

Support to beneficiaries has been extremely valuable with efforts being made to address a range of issues affecting the health of girls and women, many of which are due to the vulnerable position of women and girls in society including practices steeped in tradition. Beneficiaries have been able to stand up to abuse and take measures to seek assistance where necessary in order to improve their health and achieve their rights in this respect. A total grant of \$405,000 across 8 countries has resulted in 36,862 women benefitting directly. A further 88,826 persons are estimated to have been indirect beneficiaries of initiatives.

In one of the trainings, one girl shared a very depressing experience she had kept to herself for more than 5 years. For all those years, she was sexually harassed by her biological father in exchange for school fees and up keep. It was so bad to the extent that the father was considering her as his wife and would rape her occasionally. Unfortunately this was a situation she handled all by herself until MEMPROW took training to her school. It is until then that she opened up to us about this. As a result of lessons she took from the training and guidance of our counsellor, she was able to leave home and managed to get a scholarship to study abroad.

- Programme Manager, MEMPROW

A review of 13 grantee reports showed that community members are becoming more aware of the importance of addressing some of the customs and traditions, which have to date been harmful to women.

Many community members are becoming more aware of HIV/AIDS prevention measures, the need to stop FGM to have a healthy women; the project succeeds in collecting written pledges from trained midwives and community members not to practice FGM in their communities and urge local health authorities to ban its practice, we receive information that in some of the targeted villages community members form a committee to monitor and control practice of FGM and manage to confiscate/nullify the qualifications of the midwife who will practice FGM

- Zenab, Sudan

Lessons have also been learnt by partners on how to improve their initiatives in the future and to make them sustainable as noted in grantee reports.

We have learnt how very important it is to involve women in such projects that concern them from planning to implementation stages and the importance of considering their concerns, as their inputs helped them own it and it led to the success of the project. We also learnt to patiently work with government for proper collaboration and utilization of medical officers for the success of the project.

- ICEHD, Nigeria

HIV & AIDS

A total of 49,534 girls and women across 19 countries in Africa were directly able to benefit from the Comic Relief grant (\$534,180) allocated to this area. This started with support to 9 countries in 2011 and spreading to a further 11 in 2013. This was confirmed by 37% (n=46) of grantees who responded to the online survey and grantees interviewed during the field visits. Based on the 11 grantee reports reviewed it is also known that at least 209,455 people benefitted indirectly from their interventions. They reported that among other things, the HIV projects have strengthened their HIV prevention, care and support services. In some countries

such as Cameroon, Rwanda and Zambia, grantees reported increased uptake of voluntary counseling and testing services.

We managed to reach more than 2,000 people with PMT CT messages and we ignited a lot of interest going by the numerous questions and testimonies we had at the end of every session. The PMTCT messages were well received by our audiences with requests to have more of such activities... 120 girls registered with Taonga HBC as they wanted to learn more on safe motherhood and just other issues related to their health. They come to meet at Taonga HBC premises twice in a month

- Taonga Community Home Based Care Project, Zambia

The Web for Life Safety Net has been highly supportive of female students who are pregnant and those living with HIV through financial, psychosocial and mentorship support. ... The Safety Net has helped to build positive attitudes and positive steps by young women in protecting themselves and their rights. This opportunity has been strengthened through the support of AWDF by creating safety hubs where female students can access information and support on positive living and address stigma and discrimination.

The project has formed the basis for policy and legislation interrogation particularly on the Policies operating in the colleges on pregnancies among female students and on Sexual Harassment. ... The college nurses are now prioritising Maternal Health Care needs and counselling of students as well as their referrals to access services from Health Centres.

- SAYWHAT, Zimbabwe

In Uganda, the achievements of a grantee brought about greater attention of the district officials, resulting in stronger collaboration between the two that has been of benefit to individuals at the community level. Besides raising the profiles of the grantees, it is evident that projects have resulted in coordinated and complementary approaches to addressing HIV and AIDS in several countries.

Another positive change has been that of increased openness about living with HIV. Women living positively with HIV have confidently stood up to participate in international platforms and to discuss issues affecting women, especially those living with HIV. It has also been possible to realise reduction in stigma and discrimination related to HIV among many communities. The effects have extended to greater male participation. For instance, a grantee in South Africa and another in Zambia reported the positive action by men who have begun to accompany their wives for pre and post-natal clinics and accepting to take HIV tests alongside them. In addition, beneficiaries have improved on drug adherence and the rate of defaulters was reported to have decreased.

... I started taking ARVs in January, 2004. Because of my status, my husband divorced me in February, 2004. I was not working and solely depended on him to supply food. I eventually could not afford enough food to eat before taking my medicines. Most of the time I was taking them on an empty stomach or at times I would not take my medicine for fear of being drowsy. Four months into receiving food supplements from Taonga HBC, which to me, came like manna from heaven, I left my bed and was able to walk around. To me that is the most important result – improvement of my health was a miracle as I was just left for dead.

- Taonga's Community Home Based Care project beneficiary, Zambia

Women's Human Rights

The evaluation found through its review of project documents that between 2011 and 2013, a total of 144,674 women and girls have benefitted through Comic Relief grants allocated to this thematic area, which was to the tune of \$1,109,800. This was confirmed by 38% (n=48) online evaluation respondents. A review of 19 grantee reports showed that a further 1,113,168 people benefitted indirectly through the grantee projects. Grants were awarded to 32 of the total 35 grant countries (91%). Grantees operating within this thematic area addressed a range of issues such as female genital mutilation (FGM), as well as inheritance and property rights. Their work has focused on developing the capacity of target groups through awareness creation and contributed to behavioural change. The discussion on women's rights has increased community members' level of understanding of such issues and in some cases such as in The Gambia, gender issues are now on the development agenda as a public debate issue as a result of the grantees' work on FGM. The most important overall results for beneficiaries in this thematic area as confirmed by 9 of the grantees interviewed include:

- Significant improvement in women's legal literacy and knowledge about their human rights.
- A remarkable change in perception of holders of customary law (traditional and clan leaders) in favour of women's human rights
- Improved perception and attitudes of men and boys towards women and girls' rights.
- Increased community engagement in addressing violence against women.

The project brought together women Leaders, chiefs and other traditional rulers to sit and talk together. This is something that had never happened before. This has brought change in the minds of the populace.

- FIDA, Cameroon

A grantee from Zambia also spoke about their influence on policy as a result of their work funded by AWDF:

The other success is in terms of JWOP and network members' ability to engage the Zambia Law Development Commission to release the draft amended Intestate Succession Act to the media

- **Justice for Widows and Orphans, Zambia**

While improvements have been noted in different settings, challenges still remain where grantees face communities still steeped in tradition in favour of men, which feel threatened by the actions of grantees.

By giving out the Comic Relief supported grant, AWDF has been able to give more sophisticated funding e.g. ABANTU got grants and was able to work on a proposed law on women's rights. In Liberia, the organisations were able to work with parliamentarians to establish equality bills.

Specific areas of changes among grantees

The evaluation team gathered sufficient evidence to demonstrate that AWDF has made remarkable differences in the capacities of the different organizations supported through grant and non-grant making work. True to their commitment at the onset of this project, AWDF has

provided support to community organizations, social movements, national and regional NGOs, as well as networks. Some specific changes that have been noted as a result of this grant are:

Change One: The grant has enabled grassroots, small and medium sized organizations to survive in very challenging macro-economic environments across Africa.

AWDF was commended for their ability to identify community organizations that are in their infancy levels and supported them to grow and be able to demonstrate their potential to other funding agencies. According to the online survey results, 61% of the grantee organizations were categorised as NGOs and 31% as community based organisations. The funding which for some was initial funding has been used as a springboard and a referral point for larger grants (Cameroon). This change has been made possible due to the flexible nature of AWDF's funding which recognizes the limited capacity of grassroots programmes that need some minimal core administrative budget and support. In Zambia for instance, AWDF identified the potential in some organizations that have fundraising, e.g. LADA and John Laing Community Organizations which were supported and were able to make a remarkable impact in rural as well as urban areas of Zambia.

AWDF has also been able to identify key professional women in specific areas to provide in-country support to the grantee organizations, for example Owa & Co Associates located in Nairobi has been offering pro bono financial management support to 11 grantee organizations in Kenya. This has enabled those organisations improve in their financial management systems.

A large proportion of grantees felt that AWDF was unique from other donors as they believed in their grantees and placed trust in their work, even if they were small organizations. Elaborating on this a grantee in Morocco stated that knowing that there was an organization out there that was willing to invest in their cause gave them confidence to continue with their work.

Grantees appreciated the trust placed in them by AWDF, with funding being given without knowing the organization, nor are grants given repeatedly to the same players or those who have managed large amounts. Instead grantees are asked to provide considerable amount of information to support the application following which the grants are given. As stated by a grantee *'AWDF grants are inspirational and based on merit'*, which is valuable, given the intense competition for funds between various organizations within a setting where multiple challenges are to be addressed.

“The grant from AWDF enabled CDR to win another grant from Youth to Youth Replication fund courtesy of International Labour Organization. This was a result of the lessons learnt, trust and competence demonstrated through the projects funded by AWDF. CDR also gained trust because AWDF entrusted them with a grant; CDR was entrusted by Rotary Club to fabricate 78 chairs and 3200 foot abduction braces (for correction of clubfoot) which was distributed to 41 hospitals in Uganda. CDR has also been entrusted by a number of rehabilitation partners to make disability assistive devices for their clients and rehabilitation centers.” Programme Manager, CDR Uganda.

Change Two: The grant has supported women focused organizations to effectively reach a large proportion of marginalized and vulnerable groups of people particularly women and girls in underserved areas.

Grants were provided by AWDF to small and medium sized organizations, all of which have a common theme underlying their work – to tackle the issues faced by girls and women across Africa in different areas of life. The grantees, in turn, have been able to utilize the funds to reach more girls and women in need in both rural and urban areas and helped them to face the challenges in their lives. In some cases such support has been transformational for the beneficiaries with reports being made of improved livelihoods, increased self confidence and self esteem and improved status of women in their households and communities. Grantees are also utilizing the grants to change attitudes and behavior towards girls and women.

According to one grantee, the services offered by AWDF assure women’s rights organizations that there is hope in being able to fulfill some of their aspirations of supporting girls and women in their communities.

Several organizations, including sampled organizations such as CAFENEC, FEPEM and CAEPA in Cameroon and LADA in Zambia have implemented projects in very remote areas where no one other institutions, including governments, would have considered doing so among their priority areas.

In the case of one grantee organization in Uganda where the \$1,000 HIV-related grant is a component of the organisation’s gender-based violence (GBV) initiative, it considers success to be change in people’s attitudes and the community taking responsibility of taking steps to help girls and young women getting these rights after awareness of such rights is created. As reported by the M&E Officer: “The most significant change is the improved perception of holders of customary law (traditional and clan leaders) in favor of women’s human rights. Many clan heads have made contact with Better HAG Uganda for further technical support and guidance in line with the legislative framework of dealing with GBV. One of them actually invited the organization to witness his unveiling of the anti-GBV team for his clan.”

Change Three: Increased recognition and visibility of the organizations that have been funded by AWDF at different levels: local, national and regional levels

From 2011 to 2013, most of the grantees have participated in capacity building activities, while 429 individual beneficiaries have also gone through training in various aspects relevant to project implementation. Because of the achievements of grantees, which was made possible through funding from AWDF, they have gained recognition from key stakeholders such as government ministries, peer organizations both nationally and internationally. This has

resulted in further collaborations on work. Several grantees have also spoken of doors opening with new donors and potential partners, simply because they have been able to demonstrate the effectiveness of their work through the use of the AWDF funding. As part of application processes with new potential donors, grantees are able to provide evidence from the work funded by AWDF.

“AWDF has helped increase visibility for our organization, which has been able to attract new donors to support our activities, e.g Dutch Embassy which is supporting one of our forums where 12,000 – 14,000 people are expected.” Katswe Sisterhood, Grantee, Zimbabwe.

Change Four: Increased opportunities for learning and sharing among organizations supporting marginalized and vulnerable women across Africa.

AWDF has taken an active role in creating spaces for its grantees to interact, share and learn from each other through different activities and events. At least seven out of every ten grantees who participated in the survey (72%; n=91) confirmed that they had interacted with other AWDF grantees in the past three years. Grantee interaction took place at country, regional and inter-regional levels through various events including training, conferences, exchange visits, etc. In order to achieve this change, AWDF has taken an active role in capacity and movement building activities. The key informants who participated in this evaluation confirmed that AWDF was committed to grantee capacity strengthening through training, information sharing, peer learning and exchange.

At least two out of every five interview and FGD respondents in Zambia and Cameroon confirmed that they had travelled to other countries for events facilitated or convened by AWDF, including international conferences in places such as Canada, Ethiopia, Ghana, Kenya, etc. This has greatly helped enhance the individual and organizational capacities of those involved, leading to improved program delivery and results. Grantees interviewed in Rwanda also confirmed being able to learn from others because of AWDF's efforts to create networks between the various grantees.

From the online survey findings, about three quarters of the grantees (78%, n=93/126) confirmed that they had interacted with other AWDF grantees in the past three years. It was interesting to note that almost one in every ten grantees, i.e. 8%, knew at least 20 other AWDF grantees. Grantee interaction was reported to have taken place with others at national (55%), sub-regional (15%) and continental (30%) levels. It was also pleasing to note, from the survey findings and the interviews, that the peer interaction amongst some of the grantees who had interacted with other AWDF grantees was as regular as quarterly (52%, n=49/93). To the satisfaction of the evaluation team, no significant differences on interaction levels were observed between Anglophone and Francophone grantees in terms of both frequency and coverage of interaction.

While AWDF has promoted the sharing of learning amongst its grantees, during field visits grantees expressed the need for more on this front. Requests on this front included AWDF pulling together good practices and successful approaches from across grantee countries, which could be shared with the grantees. Some also felt that it would be useful to find out if other AWDF

15% of the survey respondents stated that, on average, they interacted with other AWDF grantees at least once every month.

grantees face challenges similar to them and to know how these are being addressed.

Change Number Five: Enhanced organizational capacity to deliver effective programmes through the non-grant making work of AWDF

Based on the results from the online survey, and confirmed by FGDs and key informant interviews, AWDF's greatest influence, above all, was found to be on project implementation. Through their non-grant making work, AWDF has supported the development of the grantees' organizational capacities. Several areas have been identified and evidence of change provided below.

a. Strategy and Planning

Several grantees confirmed during the one on one interviews that they were fortunate to have attended resource mobilisation and results based management training with the support of AWDF. This has since helped them to realise the importance of not only accurate record keeping but also strategic planning. Having to prepare the grant application for AWDF has also meant that grantees have had to reflect on their organization's work and think more strategically, which they appreciate.

"For two years, AWDF funded two members of our staff to attend a resource mobilisation conference and strategic planning. Without them we were not going to be where we are. We have therefore developed our strategic plan which is currently running. Because of that we also helped Kabwe District AIDS Task Force to formulate theirs." Taonga HBC, Grantee, Zambia.

b. Project Implementation

Some of the grantees confirmed that AWDF's grant required them to improve their systems and processes, which they appreciate. One grantee in Uganda specifically mentioned that right from the start of the grant they began conditioning themselves and conducting their operations more efficiently because they knew they would have to account for their work to AWDF. As a result of improvement in project implementation, grantees have gained recognition for their work, which has further resulted in beneficial collaborations in their work.

"Since we received the financial support in 2012, the cooperative has introduced a number of management systems such as the preparation of the strategic plan for the year 2014 to 2018, previously not done. Timely implementation of programmes has since been a priority and challenges identified and dealt with promptly."

Kasongwa, Grantee, Zambia

c. Financial Management

The African Women's Development Fund has developed accounting procedures which they expect their grantees to adhere to. Amongst other things, they also require their grantees to develop an annual work plan with budget, which indicates their projected income and expenditure for the year. All the grantees were expected to have bank accounts and encourage to be externally audited. Overall, AWDF's grantees appreciate the support given by AWDF, highlighting that the reporting formats were user friendly and the reporting frequencies (twice in a year) were appropriate. Through the guidance notes provided, the grantees felt supported and have been able to demonstrate due diligence and accountability

in managing funds from various sources. Such support has necessitated clearer financial recording by the grantees.

“The project has greatly influenced changes... the skill of staff in developing action and communication plans have been strengthened, the management of funds has improved in that Chameg has instituted the policy of calling for bids for purchases above 200,000frs and selection carried out by a selection committee taking into consideration quality and price. Accepting to establish gender task force in councils by Mayors has given birth to a new principle enforcing 30% of female representation and participation in the design and implementation of council programs.” CHAMEG, Grantee, Cameroon

d. Monitoring, evaluation and learning

AWDF has provided reporting tools and always sought clarification when it was not clear. One of the respondents in Zambia noted AWDF’s attention to detail, noting that: “*I remember when we started, we didn’t know how to report*” (Heal Project, Zambia). Although reporting is bi-annual, the evaluation participants compiled quarterly reports and they were pleased to communicate with AWDF “almost on a monthly basis” (Respondent, Ndola Nutritional group). However, a major limitation of project monitoring and reporting tools used by AWDF and the grantees was their inability to effectively capture the number of grantee beneficiaries who were either directly or indirectly supported through this grant. This may have been to a large extent due to the absence of a consolidated MEL framework and tools from AWDF for the Phase II project. The existence of such a framework could have helped the grantees report in a way that could help measure the changes systematically. This challenge was also observed at the level of grantee reporting where partners reported difficulties in quantifying the actual number of people directly benefitting from the AWDF grant. Only some grantees interviewed during the evaluation seemed to capture beneficiary numbers satisfactorily.

e. Resource Mobilisation or Fundraising

AWDF has also supported some grantees to attend trainings such as resource mobilisation or business management skills, which has since benefitted the organizations, helping them to operate more effectively and in a professional manner. In addition, AWDF has provided their grantees with reading materials and manuals on aspects such as resource mobilization. In Zambia and Cameroon, all the grantees who received these booklets agreed that the resources were of good quality and that they have constantly referred to them when needed. Further, some grantees were taken through development of resource mobilization strategy, which have been finalized and in use for some of the organizations. A grantee (KENWA, Kenya) indicated that the CEO was currently using the resource mobilization strategy to fundraise in America.

“Through a resource mobilization workshop supported by AWDF, we have been able to develop resource mobilization strategy which provides a plan on how to carry out mobilization activities for the next 3 year. This strategy has been passed by the board and has provided more focus for the organization” - AHCP, Grantee, Kenya

f. Policy influence

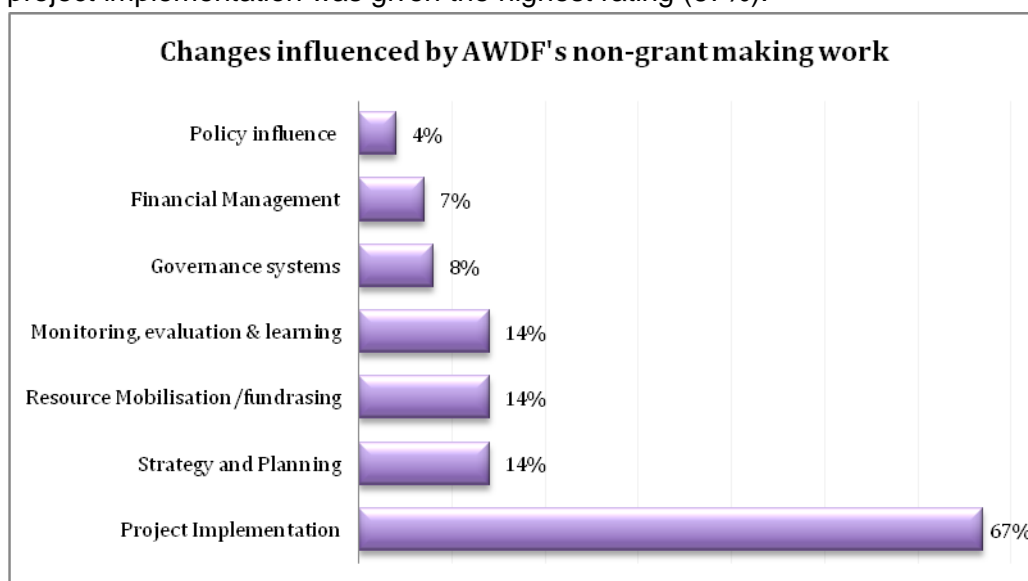
AWDF has been able to hold biannual forums for leaders (CEO forum for women organizations). Through this AWDF has been able to evaluate the capacity, leadership and participation of these organizations in policy and decision making. This has provided a safe space for them to share experience, learn and develop work relationships. A few of the grantees were supported to focus on policy influence, although it seemed as though the majority were focused on service delivery. Some organizations, such as LADA Zambia, JWOP Zambia Chameg (Cameroon), and AROWA, Ghana had been supported to engage with key decision makers and politicians.

Influence at local and traditional levels is evident. Grantee representatives working in rural communities in Uganda confirmed that the grant helped them continue their work in the communities for which the first entry point was often the traditional leaders. Advocacy and communication efforts directed at such leaders produced positive results and with their help the grantee was able to make more progress within the communities themselves.

“HIV is a component of the organisation’s GBV initiative. Community dialogue with women and girls about legal procedures have been attended by a prominent cultural and traditional leader who wasn’t aware of such violence or at least that some cultural practices of beating are not appropriate. After this the cultural leader arranged to set up a Committee which could be approached to report forms of violence and take advantage of legal clauses. The most significant change is the improved perception of holders of customary law (traditional and clan leaders) in favor of women’s human rights. ... many clan heads have made contact with Better HAG Uganda for further technical support and guidance in line with the legislative framework of dealing with GBV. One of them actually invited the organization to witness his unveiling of the anti-GBV team for his clan.” M&E Officer, Better HAG Uganda.

General finding from the online survey

When respondents were asked the areas in which AWDF had influenced their work most, project implementation was given the highest rating (67%).



3.4 AWDF's effectiveness and efficiency in grant making and non-grant making work

AWDF provided support to its grantees, which was both financial and non-financial in nature. In addition to funding, AWDF has also provided non-financial support to strengthen the grantees so that they may, in turn, be able to provide improved services to their beneficiaries. This includes capacity development support in the areas of financial management and resource mobilisation.

Issues to consider

While AWDF has undoubtedly been able to achieve much through the use of the Devolved Grant and contributed to assisting its grantees and beneficiaries, there are several questions that it should consider in measuring its success on this front in future.

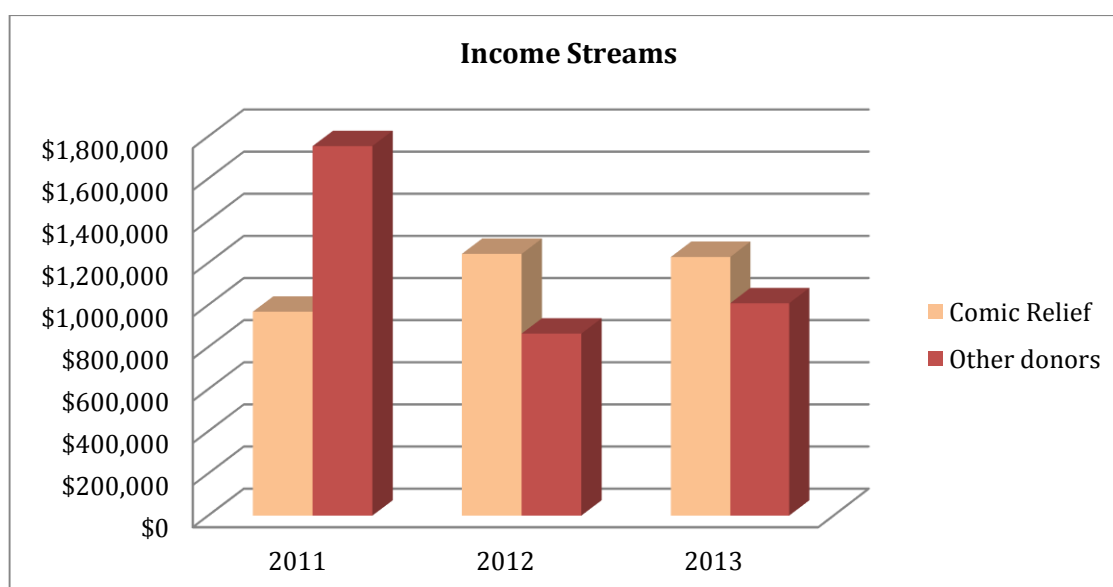
- a) Ultimate beneficiaries - The categorization of its ultimate beneficiaries should be reviewed. The evaluators felt that the categorization could be reviewed as there is likelihood of overlaps of categories, which would present an incorrect picture of number of beneficiaries in the various categories. It may well be, for instance, that some widows were rural women and so included in the latter category. This may also account for the relatively low number of beneficiaries in the 'Widows' category.
- b) The issue of direct and indirect beneficiaries - There is currently under-reporting of beneficiaries. While 267,991 were direct participants, the actual number of beneficiaries is much more – possible over 1 million. Taking the example of the grantee FEMRITE in Uganda, it is not only the 5,000 network members who are directly supported by the grantee who benefit but the readers of their publications who would potentially be in the thousands.

The grant making work of AWDF

Grant allocation through the Devolved Grant Making Program

We see in Figure 2 a comparison of funding received by AWDF from Comic Relief versus other donors in each year of the devolved grant period.

Figure 2: Comparison of grants (2011-2013)



The smaller amount from Comic Relief in 2011 compared to that received from other donors is reflected in the amount of grants disbursed to grantees under the devolved grant program as seen in Table 3. This scenario changes in 2012 and 2013 during which period AWDF received more funding from Comic Relief compared to other donors. Almost half of all the grants (46%, n=127) were allocated in the second year of the project, i.e. in 2012.

During 2011-2014, AWDF awarded a total 277 devolved grants to 269 organizations across 35 African countries, with a value of US\$3,438,730. On average each grant was US\$12,414. However, a small proportion of grantees received a relatively larger allocation of funding, for example, eight grantees received between \$50,000 and \$80,000 as single year grants. AWDF has strategic areas or key issues in Africa that it focuses on an annual basis. For example in Kenya and Ghana there was a focus during the elections – making a conscious decision to also focus on sub-regions.

Table 3: Total amount and value of grants per year

	2011	2012	2013	Total
Total amount granted in US\$	\$968,180	\$1,242,500	\$1,228,050	\$3,438,730
Total grants awarded	69	127	82	278
Average grant size	\$14,032	\$9,783	\$14,976	\$12,370

Geographical distribution of Comic Relief supported grants, 2011-2013

The 278 grants were implemented by 269 organizations across five sub-regions of Africa. The number of grants awarded per country is shown in the figure provided in Annex 6.

Table 4: Percentage of grants allocated per region

Sub-region	Projects	Percent
West Africa	134	48.4%
East Africa	71	25.6%
Southern Africa	44	15.8%
Central Africa	18	6.5%
Regional	9	3.0%
Northern Africa	2	0.7%
Total	278	100%

Table 5 below shows the proportion of investment per country. AWDF is aware that the investment in Ghana was disproportionately higher than the rest of the other countries i.e. about 21% of the total grant allocation. This was due to their geographical location and their being able to build on existing knowledge about AWDF. Ghana also had more grantees because of the number of “small grants scheme” which meant the cumulative contribution was higher than the rest.

Grants per country

Overall, 54% (n=\$1,873,114) of the total grant was awarded to grantees based in six countries, i.e. Ghana (21%), Kenya (8%), Liberia (8%), Nigeria (8%), South Africa (8) and Uganda (8%). The highest number of grantees was also recorded from these six countries. The average

grant allocation for the rest of the other countries was 1–2% of the total CR funded grant. (See Annex 6 for figure showing grant allocation per country).

Table 5: Grant allocation per country

Country	Total	%	No. of Grants	Country	Total	%	No. of Grants
Benin	\$70,000.00	2.04%	9	Namibia	\$1,000.00	0.03%	1
Botswana	\$61,000.00	1.77%	4	Niger	\$8,000.00	0.23%	1
Burkina Faso	\$31,000.00	0.90%	4	Nigeria	\$281,000.00	8.17%	24
Burundi	\$30,000.00	0.87%	5	Regional	\$216,800.00	6.30%	9
Cameroon	\$54,550.00	1.59%	8	Rwanda	\$24,000.00	0.70%	5
CAR	\$10,000.00	0.29%	1	Senegal	\$56,000.00	1.63%	4
Chad	\$10,000.00	0.29%	1	Sierra Leone	\$91,000.00	2.65%	8
Congo Brazzaville	\$15,000.00	0.44%	1	Somalia	\$10,000.00	0.29%	1
Cote d'Ivoire	\$26,000.00	0.76%	4	Somaliland	\$10,000.00	0.29%	1
DRC	\$79,000.00	2.30%	7	South Africa	\$290,700.00	8.45%	14
Ethiopia	\$31,000.00	0.90%	3	South Sudan	\$15,000.00	0.44%	1
Gambia	\$21,000.00	0.61%	2	Sudan	\$30,000.00	0.87%	1
Ghana	\$725,780.00	21.11%	55	Swaziland	\$25,000.00	0.73%	1
Ghana/Liberia	\$10,000.00	0.29%	1	Tanzania	\$100,000.00	2.91%	5
Kenya	\$232,500.00	6.76%	17	The Gambia	\$31,000.00	0.90%	4
Liberia	\$126,000.00	3.66%	10	Togo	\$79,000.00	2.30%	6
Malawi	\$32,000.00	0.93%	4	Uganda	\$291,800.00	8.49%	29
Mali	\$29,000.00	0.84%	2	Zambia	\$99,600.00	2.90%	10
Morocco	\$30,000.00	0.87%	2	Zimbabwe	\$154,000	4.48%	12
Mozambique	\$1,000.00	0.03%	1	Total	\$3,438,730	100%	278

AWDF being an African organization rather than just a West African, the funds were meant to allow AWDF to support grantees across Africa rather than restricting its use within a specific geographical area in the continent. There was also a level of awareness initially that most of the funding had been more on West Africa, compared to the rest of Africa. AWDF made extra efforts after 2011 to distribute the resources beyond Ghana and beyond West Africa knowing that its remit is Africa-wide, not just West Africa. A closer analysis of the grantees over time revealed that in each successive year, the number of grants awarded to West Africa decreased while those to other sub-regions were on the increase. Even by the end it appears that some countries received fewer grants compared to others but this was to some extent because of limited applications from other countries e.g. Mozambique and Namibia.

A major achievement from this grant was that the grant enabled AWDF to extend their reach to more Francophone grantees, i.e. 55 out of 277 total grantees supported. Out of these 55 grants, 53% (n=29) were funded for the first time.

Table 6: Grants to Francophone countries

Year	Number of grantees	Total amount (\$)	No. of Francophone countries supported	No. of grantees supported for the first time
2011	10	67,000	7	4
2012	28	250,000	12	17
2013	17	228,750	11	8

Distribution of grants per thematic area

Looking closer at the grants allocated by thematic area we find that the largest number of awards was focused on WHR (32%), followed by EEL (19%), HIV & AIDS (16%), GP&S (14%), HRR (12%) and AC&S (7%).

Table 7: Grant allocation per thematic area

	AC&S	EE&L	GP&S	HIV&AIDS	HRR	WHR
Amount	\$257,000	\$661,000	\$471,750	\$534,180	\$405,000	\$1,109,800
Grantees	12	77	25	58	18	88

There was an uneven distribution of investments over the past three years. The reasons for such included:

- AWDF is *demand driven* and at the same time *proactive*. They respond to the needs and priorities of their constituents. This is reflected in the relatively lower numbers of grantees in the AC&S area compared to the WHR thematic area because fewer applications were received from the former compared to the WHR area. This, in turn, reflects the greater urgency and need in the area of women's human rights compared to that in the creative field of AC&S.
- For areas such as AC&S, the evaluation team learnt that there are only a few women's organizations focusing on this, hence the lower level of grant applications received and awarded.
- Areas such as GP&S may need more resources invested in them given its critical link to women's empowerment.

The non-grant making work of AWDF

In addition to the grant provided to the grantees, support was also provided by AWDF that was of a non-financial nature. This support included: (a) Assistance with the development of grant proposals by grantees; (b) Feedback provided on reports and work of the grantees; (c) Capacity development assistance in areas such as resource mobilisation, finance and more broadly project implementation; and (d) Linking of grantees within and across countries. Such assistance has proven to be invaluable as confirmed by almost every one of the grantees interviewed in person or by phone/Skype. This has improved the capacity of the grantees in several ways:

- Having to prepare the grant application for AWDF has also meant that grantees have had to reflect on their organization's work and think more strategically, which they appreciate.
- The funding which for some was initial funding has been used as a springboard and a referral point for larger grants. In Zambia, AWDF identified organizations that were struggling and helped them 'come alive' again. They are now making remarkable impact in rural as well as urban areas of Zambia.

"AWDF has helped increase visibility for our organization, which has been able to attract new donors to support our activities, e.g. Dutch Embassy which is supporting one of our forums where 12,000 – 14,000 people are expected."

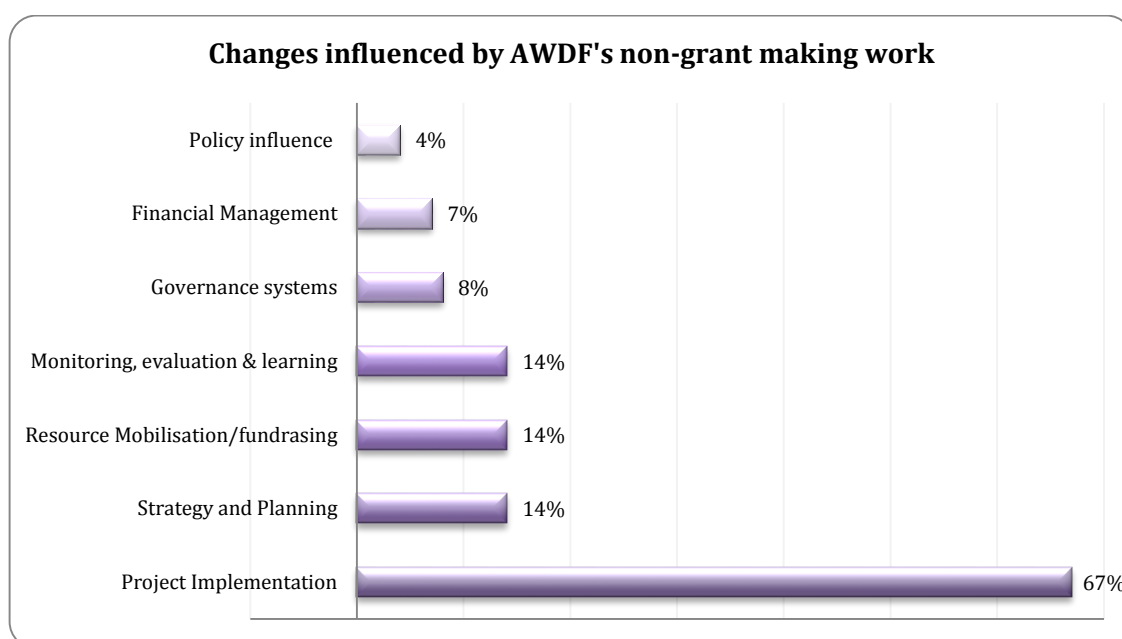
- Katswe Sisterhood, Grantee, Zimbabwe.

- c) AWDF has developed accounting procedures, which they expect their grantees to adhere to. Among other things, they also require their grantees to develop an annual work plan, which indicates their projected income and expenditure for the year. All the grantees were expected to have bank accounts. Grants above \$20,000 required to be externally audited. Such requirements have compelled grantees to improve their financial practices, which they appreciate.
- d) Grantees have received increased recognition and visibility as a result of achievements attained through the use of funding received from AWDF. This has been at different levels: local, national, regional and international. Because of the achievements of grantees, which were made possible through funding from AWDF, they have gained recognition from key stakeholders such as government ministries and peer organizations. This has resulted in further collaborations on work. Several grantees have also spoken of doors opening with new donors and potential partners, simply because they have been able to demonstrate the effectiveness of their work through the use of the AWDF funding.
- e) Monitoring, evaluation and learning. AWDF has provided grantees with reporting tools and always sought clarification when reporting was not clear. One of the respondents in Zambia noted AWDF's attention to detail, noting that: *"I remember when we started that we didn't know how to report"* (Heal Project, Zambia). Although reporting is bi-annual, the evaluation participants compiled quarterly reports and they were pleased to communicate with AWDF "almost on a monthly basis" (Respondent, Ndola Nutritional group). In addition, during monitoring visits, grantees were provided with technical advice on various issues raised which are pertinent to improving project implementation and reporting.
- f) AWDF supported some grantees to attend trainings, e.g. resource mobilisation or business management skills, which has since benefitted the grantee organizations, helping them to operate more effectively and in a professional manner. From 2011 to 2013, most of the grantees, particularly resources mobilization and results based management training while 429 individual beneficiaries have also gone through training in various aspects relevant to project implementation. In addition, AWDF has provided their grantees with reading materials and manuals on aspects such as resource mobilization. In Zambia and Cameroon, all the grantees who received these booklets agreed that the resources were of good quality and that they have constantly referred to them when needed.
- g) Policy influence. AWDF has been able to hold biennial (every other year) forums for leaders (CEO forum for women organization). Through this AWDF has been able to evaluate the capacity, leadership and participation of these organizations in policy and decision-making. This has provided a safe space for them to share experience, learn and develop work relationships. Some organizations, such as LADA (Zambia), JWOP (Zambia), Chameg (Cameroon), and AROWA (Ghana) had been supported to engage with key decision makers and politicians.
- h) Networking - AWDF has taken an active role in creating spaces for its grantees to interact, share and learn from each other through different activities and events. At least seven out of every ten grantees who participated in the survey (72%; n=91) confirmed that they had interacted with other AWDF grantees in the past three years. Grantee interaction took

place at country, regional and inter-regional levels through various events including training, conferences, exchange visits, etc.

- i) Based on the results from the online survey and confirmed by FGDs and key informant interviews, AWDF's greatest influence, above all, was found to be on project implementation with 70% of field interview respondents confirming this. Better Hag Uganda states that as a result of AWDF training, they were able to realise where their weaknesses lay in relation to institutional and program management. They were able to rectify this as a result of AWDF's close scrutiny during the grantee recruitment process. As a result of their effective functioning they have since been invited by district authorities to work with them on HIV initiatives.
- j) Supporting partnership development - AWDF has, through the use of the CR grant, been able to strengthen partnership development, not only for itself but also for its grantees. AWDF are supporting the founders of the African Grant Makers Network and NETRIGHT – key in advocating for women rights. They have also become partners with organizations such as the Bill and Melinda Gates Foundation. AWDF has a voice in NEPAD and ECOWAS – key institutions in decision-making.

Figure 3: Area of change influenced by AWDF's non-grant making work



Through one of the grantee, AWDF has been able to advocate against discriminatory laws in some countries, for example when a law prohibiting women from wearing miniskirts in Nigeria was proposed, the grantee organization mobilized women and fought against it and this has died and has not be raised again.

3.5 Grantee Perceptions on AWDF's Grant Management Policies and Processes

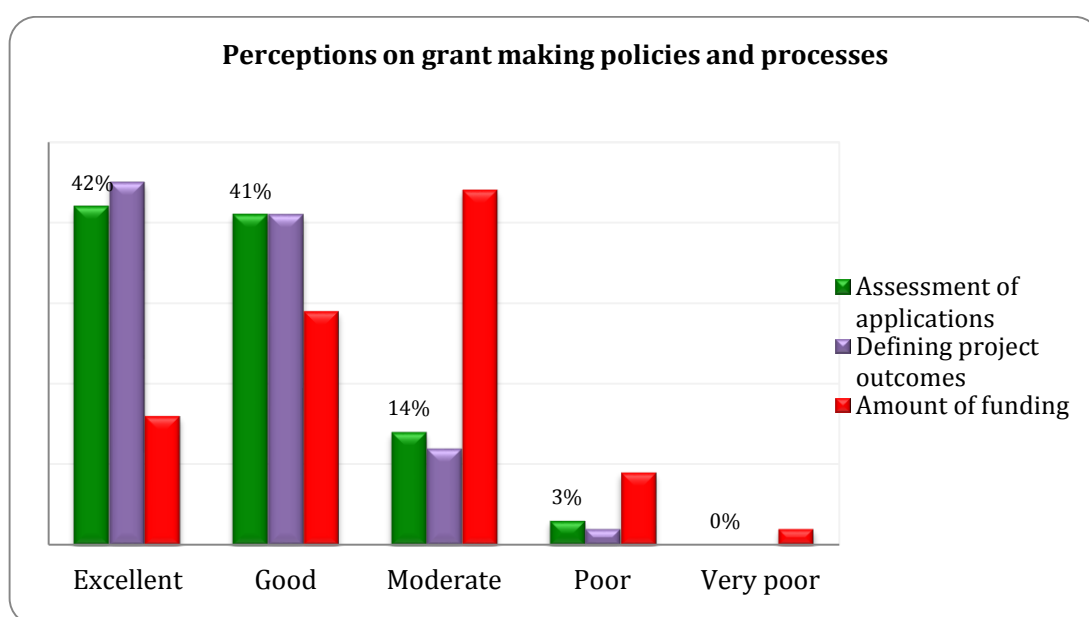
The evaluation team assessed the perceptions of the grantees with regards to AWDF's grant management policies and processes.

Managing Project Finances and Disbursements

AWDF's financial management was rated as excellent with an overwhelming appreciation of AWDF's efficiency in making grant disbursements. Only a couple of evaluation respondents mentioned having experienced delays in the disbursement of funds.

As part of the evaluation grantees interviewed were asked for their views on AWDF's performance related to grant making policies and processes, the results for which are presented in Figure 4.

Figure 4: Grantee perceptions



Specific comments that were made on each of these by the majority of respondents is as follows:

Assessment of Applications

The assessment of applications by AWDF received positive ratings, despite the common outcry that AWDF took very long before they awarded grants. Respondents also commented that AWDF has very clear, simple and transparent criteria of funding, further supported by a user-friendly proposal format. Although AWDF does a thorough assessment of each new grantee, the evaluation team observed that they could benefit from a more rigorous and systematic standard capacity assessment tool, which could be used for every new grantee. The benefit of such a capacity assessment tool will support the assessments and measurement of AWDF's contributions to grantees over time.

Defining project outcomes

The setting of project activities within AWDF's six thematic areas of focus with grantees being expected to focus on one specific theme at a time was found to be very useful. Based on the evaluation findings it is known that grantees believed that most of their development activities

were clearly aligned to AWDF's specific areas of focus and could fit within the overall AWDF results framework which was aligned to their strategic plans.

Amount of funding

The level of funding by AWDF was considered to be low across the board. However, it was encouraging to note that up to 45% of the survey respondents rated the amount of funding as excellent (16%), good (29%) while 44% felt it was moderate. Only 11% felt that the amount of AWDF's funding was either poor (9%) or very poor (2%). AWDF's grantees were totally considerate of the position of AWDF in their role of mobilizing resources from various funders. Although a few of the evaluation respondents stated that they would have preferred that AWDF provides funding for project salaries, the majority were fully aware that allocating some of the money to salaries would mean diverting resources from the primary audience of this grant, who were women from marginalized backgrounds. AWDF meanwhile confirmed that it allows 40% of the funds given to grantees towards institutional development including salaries.

Communication, feedback & follow up mechanisms

Overall, the feedback on AWDF's communication, feedback and follow up mechanisms were rated very highly by most of the evaluation respondents (95%). Feedback provided to grantees on project reports was considered valuable. It was suggested that they should also provide practical support by having staff in the field that can help with learning about improved ways of working. Although AWDF has invested in building its communications infrastructure, it seems that the use of social media tools such as Facebook, twitter and blogs has not yet been fully utilised by the grantees. This could partly be due to the nature of some of the grantees who have limited access to the Internet or pointing to the need for AWDF to promote utilisation of the social media facilities that they have. According to the survey respondents, majority of the grantees learnt about AWDF through conferences/workshops (42%). The other channels were slightly lower, such as AWDF's website (21%), word of mouth (18%) and e-mail (14%). Only 4% of the respondents had learnt about AWDF through online newsletters and 2% through social media.

Even though other funders provide bigger financial packages, AWDF's services and funding requirements are quite flexible and easy to follow. They have a close rapport with their grantees, maintain open and constant communication links, give helpful advice and tips on method of technical and financial reporting, provide the necessary tools and timeline for reporting, and conduct site visits of their grantees.

Grantee, online Survey,

What kind of contacts have you had with AWDF since receiving the grant?

Table 8: Channels of communication used with AWDF

Channel of Communication	Frequency	Percent
E-mail	122	97%
Phone/Skype	62	49%

Support visits from AWDF	65	52%
Consultant	6	5%
Training/Conference	39	31%

The frequency of communication with the grantees was commendable. Despite the number of grantees in more than 35 countries, AWDF has maintained contacts with its grantees on a regular basis. Findings from the survey revealed no significant differences with regards to contacts between Francophone and Anglophone grantees (Figure 5). AWDF itself felt that because the communication infrastructure is limited in most part of Africa, it limits AWDF's frequency and quality of communication with the grantees and beneficiaries.

Overall ratings on grant management processes by AWDF's Grantees

An assessment by survey respondents of all aspects of AWDF's support to grantees shows that 'Finance and Disbursements' rates the highest with 44% saying it was 'excellent'. This supports feedback by respondents in the FGDs and 1:1 interviews who said that funds were received on time. AWDF's flexibility and adaptability to grantees' needs and abilities also rated well.

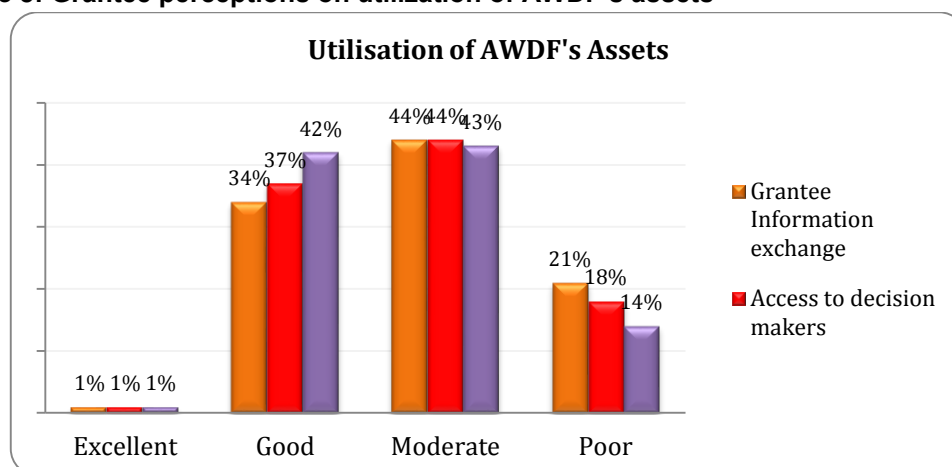
Table 9: Rating of AWDF's grant management processes

Assessed Area	Excellent	Good	Moderate	Poor	Very poor
Finances and Disbursements	44%	40%	11%	5%	0%
Grant monitoring & reporting	39%	42%	15%	2%	2%
Flexibility and adaptability	38%	43%	15%	4%	0%
Communication	37%	32%	23%	7%	1%
Grantee relationships	34%	38%	20%	5%	3%
Feedback & follow up mechanisms	31%	41%	25%	2%	1%
Individual work with grantees	29%	32%	31%	5%	3%
Basket of services offered	26%	37%	27%	6%	4%
Broader advocacy efforts & support	26%	33%	31%	6%	4%
Practical support to grantees	22%	30%	27%	18%	3%
Overall	33%	37%	23%	6%	2%

Utilisation of AWDF's organizational assets

AWDF endeavours to use its centralized position as grant maker to act as a conduit of information between all its grantees. It also seeks to provide additional support to its grantees beyond financial assistance such as facilitating access of its grantees to grant makers.

Figure 5: Grantee perceptions on utilization of AWDF's assets



Looking beyond the value of the grant given by AWDF to that of additional services provided by AWDF to its grantees, survey respondents were asked how they believed AWDF had done with respect to: (a) Grantee information exchange; (b) Providing grantees with access to decision makers; and (c) Grantees' use of AWDF's information and communication services.

On all three fronts it found that most of the respondents gave a 'moderate' to 'good' rating with very few rating these aspects as 'excellent'.

Table 10: Frequency of interaction between AWDF grantees

Respondent's Language	Monthly	Quarterly	Annually	Once in three years	Never
English	16%	26%	28%	8%	21%
French	11%	15%	19%	11%	44%
Average	15%	24%	26%	9%	26%

Most survey respondents in both Anglophone and Francophone Africa appear to have interacted with grantees within their own country rather than within or outside their region.

Table 11: Interaction with other grantees

	In my country	In my region	Across Africa
English	53%	15%	32%
French	67%	13%	20%
Overall	55%	15%	30%

Questions to consider

That AWDF's approach to supporting both small and medium sized organizations is valuable and this cannot be denied. Even those grantees interviewed who had received only \$1000 confirmed the positive ways in which they were able to put the funds to good use and get returns such as high publicity through AIDS Awareness Day activities by Better HAG in Uganda. Based on data available on the number of direct and indirect beneficiaries who have benefitted from the grants, however, and the capacity of some of the smaller sized grantees as well, a question for AWDF to consider is whether such an approach continues to be of value or whether it should focus on awarding higher amounts to a smaller number of organizations.

Monitoring and Evaluation

AWDF has utilised several methods to monitor and evaluate the progress of the devolved grant including the use of funds by its grantees. This includes grantee reports (interim and annual); site visits, grantee thematic convening to consult on program development and progress; program staff reports; Regional Advisory Group meetings; as well as internal and external evaluations. The overall impression was that AWDF is good at grant making but the operational management of monitoring and learning could be stronger. Quantitative information on grants was considered to be good but to objectively verify the information on impact of the grants has proven to be more of a challenge. More specifically the reporting mechanism of collecting achievements is weaker, which is to a great extent because much of such achievements are realised only after the grant period has ended. AWDF does not have the capacity to collect such information from the grantees at this later stage. As a result while AWDF submits progress results to Comic Relief, these are not necessarily as robust as they could be. Comic Relief acknowledges however, that monitoring, evaluation and learning issues, are not unique to AWDF alone and hence it is an area in which they are investing more efforts with their partners.

Looking into the various factors for this weakness, several are noted. Comic Relief request only annual reports from their grant makers. There is, however, no set format for its reports with only four key questions asked of all grant makers. Therefore, grant makers had the liberty to respond to questions in a way that helped them the most. The expectation from the start was that data collected by the grant makers would be systematic and robust, and that if there were gaps in systems at the start of the CR grant, that some of the funds from CR could be used to address capacity gaps. CR held a MEL workshop with all grant makers at the start of the grant to enable them to agree this broad MEL framework together, so Comic Relief's expectation was that the grant makers would do what was needed, including using our funds to build capacity where needed, to enable this to happen. However, this was not the case. The challenge of this unstructured method of reporting was highlighted when Comic Relief needed to become more systematic and robust about their expectations on grantees' M, E&L systems. While AWDF includes a section on quantitative results that are to be provided by grantees, this is not always provided as seen from nine (9) sample grantee reports as well as at least 60% online survey results where direct beneficiary numbers were not provided.

It was also noted by the evaluators that the number of indirect beneficiaries is not captured adequately and so the full extent of impact of the grant is not known. It was recognized by AWDF and acknowledged by the evaluators that many of the grantees who are small to medium sized do not have the capacity to capture indirect beneficiary numbers. Also given the multi-layered nature of the Phase II Project, where there is measurement of progress from the perspective of Comic Relief, AWDF, the grantee and the beneficiary, actually doing so is complex exercise, which is currently not possible given existing capacities. AWDF, however, recognizes that this should be addressed if impact on direct and indirect beneficiaries and the society is to be measured.

Suggestions / Questions to consider

AWDF should strengthen its M&E systems to implement a results based management (RBM) system. While it has an M&E framework, there are no clear targets set for each of the result areas that can be measured against over time. AWDF's result measurement framework covers the SPIII and focuses on all five organisational goals in which grant making is one of them. However, developing a separate result measurement frame work for each goals including the grant making goals with a set of SMART indicators is required, which can form the basis on which grantees are also asked to report against.

While every grant is given to a grantee based on a work plan that they follows, it is recognised that grantees have capacity gaps in terms of following and reporting against these. AWDF should also provide RBM training to its grantees (AWDF is doing this already, even though the training could not cover all grantees), particularly so for those grantees who may have the capacity to implement such a system. Acknowledging that many of its grantees are small and would not be able to implement an advanced project management system including implementing strong M&E, it is still important that basic M&E training is provided so that the grantees understand its importance and are able to document the basic data required to collect a minimal level of progress results that are verifiable.

AWDF is currently improving on its information management database to incorporate a grantee trend analysis. This initiative is appreciated and may need to be accelerated.

In commenting on AWDF's M&E capacity and ability to report on its work to date, it is recognised that M&E for social justice is a challenge and that social justice is always subjective and depends on who reads it. Perhaps AWDF needs to work alongside other organisations in measurement of such initiatives so that these can be measured from different perspectives

3.6 Changes in the capacity of AWDF as an Institution

To assess the changes brought about by this grant to AWDF as an organization, the evaluation team considered AWDF's overall aims for its strategic plan in SPIII characterised by the three key objectives centred on Scaling Up; Leveraging Leadership and Knowledge Management.

- a. Scaling Up – Through this grant, AWDF has successfully reached out to more grantees whom they had never funded before. The online survey results show that 60% (n=76/126) of the survey respondents supported through the Comic Relief Devolved Funding program had never been supported by AWDF before. At the same time, AWDF has strengthened their work with grantees that they had previously supported, with a careful motivation to extend the benefits to more beneficiaries in new development areas as well as addressing a variety of thematic issues that were deemed relevant to the primary audience.
- b. Leveraging Leadership - The evaluation team concludes that to a very large extent AWDF has, through this grant, consolidated their position further within the women's movement and social justice philanthropy in Africa to ensure continued support for women's rights in Africa that builds strong, autonomous networks and institutions.

By giving out the Comic Relief supported grant, AWDF has been able to give more sophisticated funding e.g. ABANTU got grants and was able to work on a proposed law on women's rights. In Liberia, the organisations were able to work with parliamentarians to establish equality bills. Sometimes specific advice or skills are given to grantees.

- c. Knowledge management - Although a large proportion of the grantees reported that AWDF supported them to improve on their monitoring and reporting systems, the evaluators found a substantial need to further strengthen their skills in knowledge management, application and sharing of good practices. AWDF has been strong at encouraging its grantees to learn from their work and from others. However, the review of project documents indicates that AWDF has not strictly insisted on the use of learning agendas and questions for their grantees and sharing lessons in a systematic way. AWDF acknowledge that their knowledge and documentation systems are not up-to-date but plans are under way to have well organized and managed knowledge and information management systems. They have already hired a knowledge management specialist to this end.

Influencing funding practices in the region

Based on information collected from both AWDF and grantees it appears that AWDF have managed to influence funding practices in the region in various ways:

- AWDF has a specific interest and focus on women. The positive impact of their work is ultimately supporting other funders to understand the value of funding women's organizations and the difference that their work is making.
- The thematic focus on women's empowerment is influencing the way that policymakers are addressing women's empowerment issues across Africa. Funders are also realising the importance of supporting men focused projects aimed at attitudinal change for the benefit of women, for example in the area of HIV testing and maternal health activities. An AWDF Board Member believed that other grant making organizations are also implementing grant-making practices similar to AWDF's e.g. Urgent Action Fund in Nairobi and Civil Society Basket Fund of Uganda AIDS Commission.

AWDF's contribution to the Movement

The evaluation team concluded that to a very large extent AWDF has, through this grant, consolidated their position further within the women's movement and social justice philanthropy in Africa to ensure continued support for women's rights in Africa that builds strong, autonomous networks and institutions. For instance,

- Using the CR funds, AWDF have been able to establish, strengthen and participate in networks and partnerships e.g. The African Feminist Forum, The African Grant Makers Network, The Women's Funding Network, International Network of Women's Fund and the Association of Women in Development.
- By launching the African Women's Feminist meetings, AWDF is contributing to the Movement. In particular, the grant has given AWDF the ability to support the women's groups through providing grants to strengthen national chapters, advice on methodology or else specialist staff who are sent to meetings to advise the grantees.

We initially started with supporting 100 girls and through the multiplier effect have now spread to a much wider group. Also because of the success of this project, we have been invited by other organisations to do similar work in other areas. At national level, lobbying by some beneficiaries who have been victims of child marriage has also raised the profile of the organisation. They are also lobbying against harmful practices. The focus is therefore not only on economic empowerment but also other social empowerment issues as well. Such beneficiaries are also now using their skills in other interventions e.g. using negotiation, leadership and lobbying skills on child marriage, harmful practices to influence others in other areas that affect them. Therefore result is not just economic – not just in one area but many others.

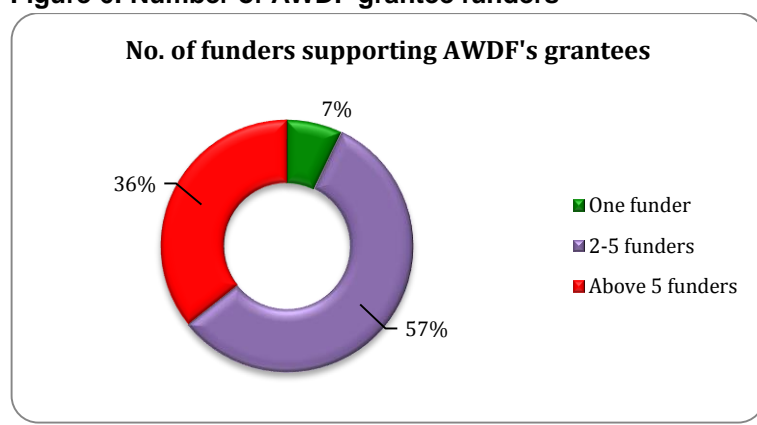
- Girls Empowerment Network, Malawi

Sustainability

Overall, the evaluation team observed that changes that have been brought about through the use of the Devolved Grant are sustainable. Even though only 32% (n=40) of the organizations who participated in the online survey had already secured further funding for the AWDF's funded projects, up to 79% agreed that their activities were to continue beyond the current project funding period. While 10% were unsure of the continuity of these projects, about 11% (n=14) reported that their projects were unlikely to continue (see Figure 2).

From the discussions with group and individual respondents, it is evident that AWDF has successfully sustained relationships with their partners for a long period of time. An analysis of the online survey findings revealed that at least 29% (n=36/126) of the organizations that participated in the survey had received their very first grant from AWDF at least five years before this evaluation was conducted. Almost close to 10% of the organizations that participated in this evaluation had had relationships with AWDF that span over a period of over ten years.

Figure 6: Number of AWDF grantee funders



Most important, the organizations that participated in this evaluation were found to be well-established organizations that had great potential to sustain their work beyond the CR supported grants. For example, 60% (n=76) of the organizations have been in existence for 10 years and above. While 38% (n=48) have existed between 4 and 10 years, only 2% (n=2) of the CR funded projects were new. In addition, almost all the partners (95%, n=120) had a strategic/operational plan, demonstrating good organizational capacity by the partners supported by AWDF.

AWDF identified certain measures for themselves that need to be taken in order to ensure sustainability: (a) seek more diverse funding; (b) The endowment fund figures to be increased; and (c) Increase African philanthropists on the list of supporters.

Supporting AWDF as an institution adds value to the overall efforts of addressing the needs of some of the most vulnerable and margined communities because of AWDF's reach and proximity. Providing funding to a Pan African organization is one way of strengthening philanthropy in the continent. As a Pan African organisation led by African women, AWDF has in-depth understanding of the context – based in Africa led by African women and understanding key issues affecting Africa.

3.7 Enablers and Challenges

Factors **enabling** the implementation of the devolved grant to produce expected results are as follows:

1. The presence of a clearly articulated strategic plan which is shared by AWDF's board, staff and grantees. The current strategy represents key areas that are relevant to women's issues in Africa.
2. Comic Relief's keen interest and support for learning and sharing from this project. In addition, Comic Relief was willing to invest further resources to ensure that the project was making the difference intended.
3. The nature of the grant: flexibility, innovation and responsiveness to the needs of the beneficiaries and of the grantees.
4. AWDF's staff were commended for their commitment, passion and professionalism that they show to their work and grantees.
5. Close communication, support, monitoring and feedback provided to the grantees has meant better delivery of results by the grantees – supported by a vibrant social media community.
6. Effective screening of high performing grantees addressing strategic issues facing women in Africa.
7. AWDF invests in capacity development and encourages learning amongst its grantees.
8. AWDF has a true commitment to learning from their work, e.g. strategic evaluations for AWDF's work / different thematic areas they implement.

Challenges that have restricted AWDF in achieving and reporting on the results of grant implementation include the following:

1. Documentation and Assessing Changes:
 - AWDF's M&E systems do not effectively capture the impact of AWDF's grant making work in its full essence.
 - Attributing changes to a project is difficult especially because of a limited implementation timeframe and budget constraints
 - Assessing the magnitude of change without standardized capacity assessments and baseline studies.
2. Spreading the work too thinly: Reaching 269 grantees in 35 countries within three years has had resource sharing implications, resulting in other countries receiving

disproportionately lower grants than others. Although grantees highly appreciated AWDF's contributions, they felt they would have preferred more financial investments in their projects.

3. Limited capacities of the different grantees: The different grantees are all at different levels of maturity and hence they require different kinds of support. In particular, some of the key skills required were proposal development and financial management.
4. Lack of skills for resource mobilization amongst the grantees, which is further complicated by unhealthy competition for funders amongst the beneficiaries.
5. Limited documentation of best practices and low levels of sharing from practice.

4. Conclusions and Recommendations

4.1 Lessons Learnt

Approach

- 1) Strategic grants are far more helpful compared to project specific funding. The approach of the Devolved Fund supported AWDF to remain relevant to their constituents in that they were able to respond to the strategic needs of their grantees.
- 2) AWDF has adopted a rights based approach to funding that combines a balance of demand driven responsive and pro-active. Demand driven approaches are responsive to the key issues that are emerging and allow innovative organizations to respond to issues relevant to their context. At the same time, the proactive funding also helps balance the areas that might be overlooked by grantees, For example in this project, AWDF were proactively seeking to promote initiatives that had a focus on WHR, AC&S, GP&S. They were also aware of the need to support different organizations in different geographical locations that are often underserved, as well as consider increasing equitable distribution of resources across different language groups, e.g. the Francophone communities.
- 3) Investing resources in many grantees and countries presents the potential to reach more beneficiaries within a limited space of time. However, spreading the resources too thinly may also compromise the level of impact attributable to the project.

Model

- 1) Supporting grant making and capacity building. This inclusive package helps to build leadership, sustainability, relationships, ownership and ability to raise their own profile and confidence. It is a model for building women's rights.
- 2) A rigorous and thorough assessment of the capacity of potential grantees before awarding them funds is a critical step to ensure that the intended results will be achieved. The evaluation has demonstrated that AWDF has strong and stable grantees that are committed to the programmatic priorities of AWDF.
- 3) Developing programs that are designed to contribute, or aligned, to specific strategic priorities can be a useful way of consolidating shared achievements and results.
- 4) Africa is still evolving. It is important to find strong avenues to communicate AWDF's work and to tell their story.
- 5) Changes brought about through capacity building are not instant as these require changes in attitudes, beliefs and behaviour, thus they should be monitored progressively. Short funding durations should take this factor into account when expectations are set on the types of results that are to be reported by grantees.
- 6) Multi-year funding is progressive for the grantees and also lessens the burdens for staff

Relationships

- 1) Working with the constituencies requires substantial investment in terms of time and resources. It is a process of building trust and relationships that are clear. AWDF is valued because of the recognition that they give to their grantees.

Philanthropy

- 1) Investing resources in strengthening African philanthropic organizations such as supporting AWDF as a pan-African organization increases the potential to reach out to more organizations, groups and individuals. The investment to AWDF was particularly useful because of the added value they bring to the overall efforts of addressing the needs of some of the most vulnerable and margined communities. As an African led women's organization, AWDF has got the potential reach, proximity and in-depth understanding of the context in which the projects are implemented.
- 2) There are changing demands and a new funding terrain, and these needs to be addressed.

4.2 Recommendations

For AWDF: Grant making and grant management processes

- i. Endeavour to provide more multi-year grants so that grantees can focus on improving quality of returns rather than trying to hunt for new funding constantly.
- ii. AWDF may need to find ways of responding to funding proposals in a timely manner.
- iii. Taking into account the issue of spreading support too thinly, AWDF are encouraged to consider continuing the support of small and medium sized organizations with a more selective selection process to select more effective grantees that can give returns on investment.

For AWDF: Resource Mobilization and Sustaining the Work of AWDF

- i. It is a Fund that receives funding – a conduit that ensures money goes right to the people. So AWDF should start to raise more funds within Africa itself (done to limited extent) and diversify sources of funding. Develop strategies that can keep donors or fundraising groups engaged throughout.
- ii. AWDF should also consider recommending organizations that have effectively and efficiently implemented their projects to other funders. As identified by a grantee: "One of the biggest challenges for NGOs is not knowing that there is a call for proposals". AWDF could take its strategic place to inform partners about the availability of funding opportunities elsewhere.
- iii. For institutional funding purposes, AWDF could benefit from more strategic grants as the just ended Comic Relief Devolved Grant. Enabling them to reach more and make impact.

For AWDF: Monitoring, Evaluation & Learning

- i. Capacity development programs should prioritize training on monitoring and evaluation. More specifically, there is need to emphasize results based planning, monitoring, reporting and evaluation in the work of the grantees.
- ii. AWDF should ensure that, where possible, all the grantees have included M&E within their budgets. For projects above a certain budget figure, they should also consider including baseline and evaluation studies.
- iii. Support should continue to be provided to ensure that the grantees learn and share from each other. However, there is need to promote more in-country linkages and networking for grantees.
- iv. AWDF should pull together good practices, successful approaches from across grantee countries and share between grantees.

For AWDF: Learning and Sharing

- i. The efforts to ensure that the grantees learn and share from each other are commendable. This must be continued. However, there is need to promote more in-country linkages and networking for grantees. Where possible, AWDF could identify a lead organization to coordinate grantee learning activities at country level.
- ii. AWDF should pull together good practices, successful approaches from across grantee countries and share between grantees. It would be interesting for grantees to find out if other AWDF grantees doing similar work face similar challenges.

For Comic Relief and other donors

- i. Keep up the devolved grant making and provide more support around monitoring and learning. CR could possibly utilise some of their existing resources and networks to provide such support.
- ii. Comic Relief and other funding partners are encouraged to invest and support organizations such as AWDF so that they, in turn, they can provide context specific support to small and medium sized organizations who are making an impact at community level.
- iii. Some emerging and fundamental areas such as AC&S, WHR and economic empowerment processes are still undervalued by many funders. We recommend greater investments in such, especially as they are aimed at empowering women to influence changes necessary for women's development.
- iv. Given that social justice interventions are trying to change cultural practices and behaviours and takes time, donors such as CR should support programs and not just projects (3 years or more) so that grantee can support the community long term to change attitudes.

5. List of Annexes

5.1 Annex 1: List for People and Organizations Contacted

	Name	Country	Organization	Role / Position
1	Abehche Mai	Cameroon	WAA Cameron	Youth Hum. Rights Coordinator
2	Abigail Burgesson	Ghana	AWDF	Special Programs Manager
3	Abigail Ninson	Ghana	AWDF	Admin Assistant
4	Alondi Sixtus Mbahpang	Cameroon	CAFENEC	Project Animator
5	Ano Beatrice Muyang	Cameroon	WPI	Translator and Focal Point
6	Armelle Tsafack	Cameroon	FEPLEM	Treasurer
7	Arnold Joseph Kituyi	Uganda	Better HAG Uganda	Executive Director
8	Barbra Phiri	Zambia	Taonga HBC	Executive Director
9	Beatrice Boakye-Yiadom	Ghana	AWDF	Grants Manager
10	Beatrice Nakasujja	Uganda	MEMPROW	MEMPROW beneficiary
11	Ben Batarangiya	Uganda	COVOID	Executive Director
12	Bernard Dongmo	Cameroon	WAA Cameron	Finance manager
13	Bernard Namaande	Uganda	Better HAG Uganda	M&E Officer
14	Blaise Ghomaha	Cameroon	CAFENEC	General secretary
15	Blandinah Chimbwaha	Zambia	Law and Development Association	Programmes Coordinator
16	Comfort Zormelo & David	Ghana	Manchie Women's Cassava/Food	Coordinator
17	Connie Kekihembo	Uganda	Centre for Disability & Rehabilitation	Technical Advisor
18	Dens Allan Zzilda	Uganda	MEMPROW	MEMPROW beneficiary
19	Dr. Hilda Tatria	Uganda	MEMPROW	Executive Director + AWDF Board Member
20	Dr. Kwesi Owusu	Ghana	Creative Storm Networks	CEO
21	Edward Kai	Sierra Leone	Gbortima Women's Development Association	Programme Officer
22	Edwige Douagni	Cameroon	WAA Cameron	Gender & development coordinator
23	Elizabeth Namakula	Uganda	FEMRITE	Member
24	Ellen Dzah	Ghana	AROWA	Coordinator
25	Ernestine Tenzem	Cameroon	CAFENEC	Animatrice
26	Faith Phiri	Malawi	Girls Empowerment Network	Executive Director
27	Fatima Ahmed	Sudan	Zenab for Women in Development	President
28	Fatima Sadiqi	Morocco	ISIS Centre for Women & Development	Executive Director
29	Fatmata Mabey	Sierra Leone	Gbortima Women's Development Association	Programme Coordinator
30	Felix Kunda	Zambia	JWOP	Project Manager
31	Fred Kigoz	Uganda	MEMPROW	Finance & Admin

32	Gertrude Bibi Annoh - Quarshie	Ghana	AWDF	Finance Manager
33	Gifty Anti	Ghana	GDA Concepts	Coordinator
34	Gifty Ayebea Anim	Ghana	AWDF	Grants Administrator
35	Glaiyodh Nomukasa	Uganda	FEMRITE	Chairperson
36	Hamdaratu Zakari	Ghana	AWDF	Executive and Fundraising Assistant
37	Hazra Okem	Uganda	MEMPROW	Programmes
38	Hilda Twongyeirwe	Uganda	FEMRITE	Executive Director
39	Jean Kabongo	Cameroon	WAA Cameroon	Consultant
40	Jeanne Mwiriliza	Rwanda	Tubahumurize Association	Executive Director
41	Jeannie Mulenga	Zambia	Heal Project	Project Coordinator
42	Joana Foster	Ghana	AWDF	AWDF Board Member
43	Jonathan Mwila	Zambia	Law and Development Association	Finance & Admin Manager
44	Judith Awondo	Cameroon	WACameroon	Coordinator
45	Juliet Kushaba	Uganda	FEMRITE	Programmes Officer
46	Julius Ndip Ako	Cameroon	CHAMEG	Project Coordinator
47	Katyamba M. Annie	Zambia	John Laing CHBC	Coordinator
48	Keghah Roger Nuah	Cameroon	CAEPA Cameroon	Project Officer
49	Kitio Michel Ndongo	Cameroon	FEPELM	Training and Program Officer
50	Lenah Simunkombwe	Zambia	LADA	Coordinator
51	Lillian Nalwoga	Uganda	MEMPROW	Programmes
52	Lisa Erikson	Cameroon	WAA Cameroon	Program fundraising officer
53	Luzinda Shubey Nantege	Uganda	MEMPROW	MEMPROW beneficiary
54	Lydienne Nkaleu	Cameroon	CAFENEC	President
55	Madeleine Sen	Cameroon	Foundation Espoir & Vie	Coordinator
56	Mame Bousso Samb Diack	Senegal	FAWE Senegal	President
57	Manasse Nshimiyimana	Rwanda	GCI Rwanda	Finance & Admin Manager
58	Marie Noelle Guiche	Cameroon	CAFENEC	In charge - Communications
59	Marion Nimely	Liberia	Liberia Needy Women & Children	Executive Director
60	Mary Sandasi	Zimbabwe	Women and AIDS Support Network	Executive Director
61	Memory Kachambwa	Zimbabwe	The Trust Women Organization	Executive Director
62	Monica A, Chomo	Cameroon	CAFENEC	Beneficiary
63	Monica Nyiraguhabria	Uganda	MEMPROW	Research M&E
64	Mrs Mary Boateng	Ghana	Reach for Recovery Ghana	Executive Director
65	Nafi Chinery	Ghana	AWDF	Capacity Building Specialist
66	Nambobi Florence	Uganda	Better HAG Uganda	Volunteer
67	Nana Ama Yeboha	Ghana	Project Okurase	Coordinator

68	Nasilele Limbah	Zambia	Ndola nutrition organization	Project Coordinator
69	Njoko Sophie Florette Njoko Tchedo	Cameroon	FEPLEM	Beneficiary
70	Osambo Barasa Humphreys	Uganda	MEMPROW	MEMPROW beneficiary
71	Philomène Mukendi	D.R.C	Les ange du ciel	President
72	Pontso Mafethe	UK	Comic Relief	Devolved Grant Programme Manager
73	Rissi Assani-Alabi	Ghana	AWDF	Program Officer- Francophone Africa
74	Ritah Atwonemeire	Uganda	Better HAG Uganda	Finance & Admin Manager
75	Rose Buabeng	Ghana	AWDF	Program Officer – Anglophone Africa
76	Rose Ngwimatsa	Cameroon	FEPLEM	Secretary
77	Sally Namanda	Uganda	MEMPROW	MEMPROW beneficiary
78	Sarah Mukasa	Ghana	AWDF	Director of Programs
79	Sarah Ochola	Uganda	Centre for Disability & Rehabilitation	Programme Director
80	Sarah Ocira	Uganda	MEMPROW	Programmes
81	Sharifah Kagoya	Uganda	MEMPROW	MEMPROW beneficiary
82	Solange Yawa Kouadjo	Ghana	AWDF	Grants Program Assistant
83	Tagne Charlene Djuissi	Cameroon	LEDUCANET	Member
84	Talent Jumo Madziva	Zimbabwe	KATSWE Sistahood	Executive Director
85	Theo Sowa	Ghana	AWDF	CEO
86	Tsopbing Nei Nantack Brigitte	Cameroon	CAFENEC	Beneficiary
87	Uwimbabazi Appoline	Rwanda	FIOM Rwanda(Ejo nzamera nte)	Programs coordinator
88	Veronica Temaleh	Cameroon	CAFENEC	Beneficiary
89	Vimbai Mulambo	Zimbabwe	SAYWHAT	Programme Manager
90	Zeytuna Abdella Azasoo	Ghana	AWDF	Monitoring and Evaluation Specialist

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58. Final Narrative and Financial Report: To reduce Mother to Child Transmission of HIV And AIDS and also Provide Income Earning Projects for Women Living with HIV and AIDS. Taonga Community Home Based Care Project, Zambia (2013)
59. Final Narrative and Financial Report: Skills training for women and young adults infected and affected by HIV/AIDS. Women United against AIDS in Ghana, Ghana (2012)
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5.3 Annex 3: Schedule for Fieldwork

Country	From	To	Evaluator
Uganda	13-Jul-14	16-Jul-14	Shampa Nath
Ghana	30-Jul-14	01-Aug-14	Jane Wanjiru
Zambia	30-Jul-14	03-Aug-14	David Musendo
Zimbabwe	06-Aug-14	08-Aug-14	Jane Wanjiru
Cameroon	06-Aug-14	09-Aug-14	David Musendo and Josephine Uwumukiza
Rwanda	02-Aug-14	04-Aug-14	Josephine Uwumukiza

5.4 Annex 4: Success stories

Ageing Clan Leader sets up Clan Committee to tackle Violence



Mzee Wabweni Lekoboam stressing the importance of addressing gaps within the Bagisu/Bamasaba Culture.

It is indisputable that the patriarchal culture in this Elgon region has inherent traditions, customs and norms which are permissive of violence against women and girls. Wife battering (intimate partner violence-IPV), early marriages, sexual violence; among others stem from such cultural beliefs and have exacerbated several SRH consequences including HIV/AIDS and death.

In partnership with the African Women's Development Fund (AWDF), Better HAG Uganda



Lekoboam unveils the Bunyoro Clan Committee to fight Violence.

implemented a project titled “**Leveraging Strategies of Positive Action towards Reducing Violence against Women and Girls**” in Bubulo County East of Manafwa district. While aiming at enhancing awareness and education on the fundamental freedoms and rights of women and girls in the GBV spectrum, the organization used several approaches including community dialogues. The purpose was to engage the holders of the customary law i.e. clan leaders and elders with a motive of changing their negative perspectives and attitudes about women and girls’ rights.

Better HAG Uganda is pleased to share a success story on a clan leader whose eyes were opened in the course of the discussions that followed in one of the dialogues. Mzee (Old) Wabweni Lekoboam, a clan leader of Bunyoro participated in a dialogue held at Bukhabusi S/county. When a question was posed to all participants about the traditional beliefs and customs in the area, ageing Lekoboam was vocal enough to air out almost all. All in all, Mzee Wabweni looked very vibrant throughout the dialogue, challenging fellow participants on a number of issues and looked more than ready to take on every topic at hand.

The most interesting of all was when the elderly man openly committed to establishing a committee within his Bunyoro Clan to respond to different forms of violence which according to him were “...very many...men are beating wives frequently, girls are getting married at a tender age and nothing has been done to stop this...” He noted “....I did not know that there are laws which we can use to stop this, but now that I have the knowledge, I am going to establish a committee in my clan to respond to this problem”

We did not believe until one week after the dialogue, Old Wabweni invited our Manafwa district staff to witness a function where he was assigning roles to a team of 11 people (5 women) from different zones of

the clan. To this Committee, he emphasized “*Your role is to ensure that all women and girls, even men (he joked, putting smiles on everybody’s face) report violence-especially beating wives, parents who conspire to marry off young girls and men who steal from their wives....*”

Like many others, Better HAG Uganda is very proud of Mzee Wabweni, for he challenged other participants in the dialogue. We are confident that his anti-violence Committee will deliver. We shall be in touch to provide any assistance should such an arrangement and many others from other dialogues need it.

Better HAG Uganda Halts an Impending Forced Marriage



16 yr old Mary Khainza* who was on the brink of being forced into marriage

*Names have been changed for confidentiality

Forced and/or early marriages are not only synonymous with rural Uganda but undoubtedly Africa at large. As a form of wealth generation, this vice is rooted within the traditions, customs and norms of many African cultures and the Bamasaba/Bagisu Culture found in the Elgon region of Eastern Uganda is no exception. It is quite apparent of the increasing child motherhood with victims in the age bracket 13-16 in rural Uganda. To many people's dismay, most of these girls are withdrawn from school and turned into 'merchandise' by their parents or care takers with impunity.

Mary Khainza*, a 16 year old Senior two (S.2) student at Magale Royal Integrated School wishes to become a Doctor in the near future upon completion of her studies. She lives approximately 6km away from school with her parents whose occupation is farming. Mary* approached us in the post-debate sessions for counseling-and this is when we got to learn of the acute situation she was entangled in. According to Mary, her father started welcoming 'bids' of dowry from potential sons-in-law when she was in S.1. *"...last year, it was difficult for him (her father) to pay for my tuition, so he started telling me that I was ready for marriage and that many men were willing to give him the dowry he wanted...."* Mary* says that if it hadn't been for her mother who was constantly opposed to the husband's move, she would already have been given away. Citing what the stage play had demonstrated, Mary noted; *"The play is reminiscent of my situation, it looks like I am Nandutu (13 yr old girl forced into marriage in play) and my mother is Nambozo (Nandutu's mother in the stage play who was constantly abused by her husband for refusing to allow the daughter to be given away into marriage at a tender age)..."* When asked how she wanted Better HAG Uganda to help her, Mary* said she wanted us to 'talk' to her father. She also noted that she was buoyed by the knowledge attained from the debate, stage play and the speeches that followed and that she was ready to reject her father's move out rightly and if need be seek legal redress.

The weekend that followed the visit to Mary's school saw Better HAG Uganda pay a visit to her home in a bid to lure her father into supporting his daughter's studies and reap better when she eventually realizes her dream in future. Mary's father who did not let us take any pictures throughout the meeting (*we always seek consent before making any audio-visual recordings*), was at first mad at his daughter for 'reporting' him. The Better HAG Uganda team engaged him in an intensified counseling session where it not only emphasized the legislative implications of forcing his daughter into marriage but also showed him just how much he would reap if the

daughter finished school. *“...it’s poverty bringing about all this, but I will try as much as possible to support her in school...I have learned a lot...”* were some of her father’s words in response to our counseling.

Better HAG Uganda made efforts to follow up her father with phone calls to ascertain the post-intervention atmosphere which was judged against the daughter’s. We were pleased to confirm from Mary that her father’s perception had significantly changed, *“...now he only tells me to work very hard in school and also to always spare some time and join them (parents) on the farm so that we look for my tuition as a family...”* Mary also noted that her father refers to Better HAG Uganda as her ‘friends’ *“...he usually asks jokingly; how are your friends?, have you met again...”* something we are very proud of.

We hope that we can continue to be ‘friends’ to many other young girls facing related problems.

This success would never be without the generous support of African Women’s Development Fund (AWDF)!



Sarah and her 3 children at her mother's place where she had sought refuge following threats of death.*



The Executive Director highlights on some of the legislative framework of dealing with such a case.



Better HAG Uganda team poses with Sarah and her children.*

*Names have been changed for confidentiality

Better HAG Uganda Supports Widow to Access Justice

Better HAG Uganda is currently implementing a project titled *"Leveraging Strategies of Positive Action towards Reducing Violence against Women and Girls"* in Bubulo County East of Manafwa district. The project aims at enhancing awareness and education on the fundamental freedoms and rights of women and girls in the GBV spectrum.

Cases of widow expulsion from the property of the deceased are common scenarios in rural Uganda. Sarah* aged 31, lost her husband in June 2011 and instead of getting married again decided to stay and take care of 8 children (5 of whom older step children whose mother had been separated with their father long before his death). Sarah* experienced loads of challenges after the demise of the husband, including struggling to get enough food from the small plot of land to sustain the big family. Worst of all was the rampant theft of the little food-stuffs she had both in the garden and in the house; by people she later learnt were her brothers-in-law. She revealed; "Sam* (one of the in-laws) once told me I didn't come here with a plot of land and therefore they were free to enjoy everything I cultivated..." Sarah notes that all these were happening to her because she rejected their proposals to 'inherit' her.

Seeing that Sarah* didn't move an inch from her marital home in spite of the abuse being inflicted on her, the 2 brothers in-law connived with their 18 year-old nephew and 17 year old niece (Sarah*'s oldest step children), inciting them to expel their step mother from 'their father's house and property'. By this time, these step children had also started stealing from her and efforts to reprimand them by Sarah* turned futile.

Better HAG Uganda management learnt about Sarah* through one of the beneficiaries of the GBV training workshop and grieved by the story, decided to pay her a visit at her mother's home where she had sought refuge with her 3 children following threats of death from her older step children and brothers in-law. Sarah* benefited from the confidential advice and legal assistance from her visitors, prompting her to record a

statement at Bumbo Police Post. In 3 days, the brothers in-law were arrested and incarcerated for a week, her matter forwarded to the LC III Court from where the court ruled in her favour- illustrating her right to occupy her late husband's house and also cultivate the land until such a time when the children come off-age and the property is distributed in consonance with the guidelines of the Succession Act.

Sarah* was pleased with the Court ruling although still doubted her security. We advised her to apply for a protection order from the magistrate court.

We, at Better HAG Uganda, are very pleased with our confidential legal assistance beneficiary. With the generous support of AWDF, we have played a salient role in the life of this widow. We are glad that she now has sufficient legal knowledge to respond to any form of abuse and that thanks to AWDF, she will live to provide for her children at their late father's home.

Restoration of forest cover and regeneration of soils through Agroforestry systems

- Community Agriculture and Environmental Protection Association, Cameroon

Community Agriculture and Environmental Protection Association Cameroon became involved with AWDF in 2012 when they received a grant to carry out activities marking the celebration of the 2012 world aids day. CAEPA Cameroon is currently being support by the AWDF project ID AWDF/CAEPA/AWDF/1763/13 in the area of economic empowerment.

The main purpose of the grant was:

- To train beneficiaries in techniques of nursery creation, seed collection, storage, pre-treatment and agro-forestry systems
- To provide inputs to selected women farmers

CAEPA Cameroon through the support of AWDF trained 522 rural women farmers from Balikumbat, Bafanji, Bali Gashu, Bali Gangsin and Bamunkumbit in techniques of nursery creation, seed collection, storage and pretreatment as well as the development of agroforestry systems. CAEPA also provided the women with indigenous tree seedlings such as Leucaunae, Caccia spectabilis, Calliandra, Cordia, Prunus Africana and Serodea. As a result of the project, 55 small holder women farmers from 5 communities in Balikumbat Sub Division have incorporated agroforestry into their farming systems covering 40 hectares of degraded farm lands. The women now have skills to build soils, check ground water pollution, check soil erosion using sustainable cropping systems in addition to wind, fire outbreaks and river bank protection.

CAEPA Cameroon through the support of AWDF has organized series of educational activities in schools. The educational activities were to make students more sensitive to environmental issues. Environmental clubs were created in 06 schools (4 secondary schools, 2 primary schools) in Balikumbat subdivision reaching 123 boys and 163 girls. 250 fruit and 250 ornamental trees have been planted in the various school compounds.

The main achievement was that CAEPA Cameroon through the support of AWDF trained 522 rural women farmers from Balikumbat, Bafanji, Bali, Gashu, Bali Gangsin and Bamunkumbit in techniques of nursery creation, seed collection, storage and pretreatment as well as the development of agroforestry systems. CAEPA also provided the women with indigenous tree seedlings such as Leucaunae, Caccia spectabilis, Calliandra, Cordia, Prunus Africana and Serodea. As a result of the project, 55 small holder women farmers from 5 communities in Balikumbat Sub Division have incorporated agroforestry into their farming systems covering 40 hectares of degraded farm lands. The women now have skills to build soils, check ground water pollution, check soil erosion using sustainable cropping systems in addition to wind, fire outbreaks and river bank protection.

Some of the main factors supporting the change/s mentioned are:

- The sensitization and trainings given to beneficiaries
- Farm inputs provided by the project
- Committed women group members.
- The financial and material support from AWDF

- Committed CAEPA staff.

The main constraints or barriers were:

- Variation in rainfall patterns

WOMEN OYE!

CHAMEG CAMEROON

We received funding from AWDF in December 2013 after presenting a proposal and the request was approved. Project is still ongoing to be finalized in September 2014. The support from AWDF was in the areas of Economic Empowerment and Women's Human Rights.

The main purpose of the grant was to ensure fair and equal representation of Bakassi women in local governance.

The most important result for the organisation's beneficiaries resulting from the grant are;

1. The implementation of gender task force in some councils,
2. The obtaining of 31% representation of women in councils.
3. The inculcation of "group thinking", and collaboration in women to assert themselves in the development process.

The one most important change is the inclusion of women in local governance. Because women have always been treated as second class citizens and not allowed to fully participate in local governance. Tradition and male biases have been a big hindrance in the past. But because of the clarion call by the head of state of our country enforcing Chameg's proposal to enforce the 30% call for female representation, male decision leaders have no choice but to include women in the decision making process of their communities.

Factors supporting the changes are:-

The continues sensitization and vulgarization of the doctrine on fair representation of women in governance by the women themselves and their determination to fully participate in the development and decision making process of their respective communities.

- The establishment of gender task force in councils that ensures gender justice and budgeting in councils.
- Some men fully and truly supporting the inclusion of women in the development and decision making process.

The constraints or barriers faced have been:

- Lack of financial means, insufficient leadership and communication skills.
- Family workload, procreation and children rearing, restriction from most husbands, male biases, traditional practices and lack of self-confidence on the part of women themselves.
- The resistance by some men to co-opt women into local governance system.

Capitalization of workshop recommendations

Femmes pour la Promotion du Leadership Moral (FEPLEM), Cameroon

FEPLEM became involved with AWDF following a training organized in 2011 by the Cameroon focal point of FEMNET during which information were given to participants on organization supporting women endeavors in the area of social and economic development. Following that training we send an application for subvention to AWDF that was realized in 2012.

The main purpose of the grant from AWDF in the thematic area of Governance, Peace and Security was to organise a workshop for sensitization and information of CSOs female leaders to peace and non-violence.

We received once the support from AWDF and some keys recommendations of the workshop were

- Joining the coalition of women organizations for peace created in 2011 to strengthen their voices in governance and peace building processes
- Engage ourselves in advocacy for making the 1325 UN resolution known and accessing the level of it implementation in Cameroon.
- Associate rural women in our efforts by informing and educating them on peace and its benefits.

This subvention was our first financial support towards implementing what we have been doing since 2004; that is why the workshop was organized in partnership with organization with more experience. One of which was Women Peace Initiatives with the mission to promote gender, peace building and active non-violence in view of building a movement of Cameroonian women peace activists to promote gender sensitive active non violence for sustainable peace and development. Following the workshop, participating organizations join the coalition created in 2011 creating then a dynamic that resulted in 2013 by the creation of the Cameroon group of Women International League for Peace and Freedom – WILPF Cameroun group. This coalition is spearheading advocacy efforts for making the 1325 UN resolution known and accessing the level of it implementation in Cameroon with the support of WILPF and UN WOMEN.

Efforts have also been made in the Eastern part of Cameroon to associated women from marginalized groups as Mbororo's and pygmies in activities aiming at empowering them financially and economically organized by members of this coalition. Individual members have gain in capacity building and some have served at different responsibilities just because of their involvement in activities related to this project.

Of all the great changes mentioned, the most significant change was joining the coalition of women organizations for peace actually strengthened our advocacy efforts and many international organizations contacted us for partnership. We are now implementing a project funded the European Union on accessing the registration of birth, marriages and death certificates in three regions of Cameroon.

Two projects are in the pipeline supported by WILPF and UN WOMEN for making the 1325 UN resolution known and accessing the level of it implementation in Cameroon in the Eastern region for the first one and in the whole territory for the second one.

The interaction with those well renowned organizations is quickly strengthening our capacities in all the area related to the functioning of a CSO.

The main factors supporting the changes mentioned are the humility, honesty, governance and result focus attitude with which our endeavors are handled are the main factors supporting us in this journey that we hope will be long enough to bring lasting changes in the life of Cameroonian women.

Most of these efforts are done thanks to devoted sacrifices of a small team, which is increasingly growing with many offering to serve as volunteers. Funds are not available for taking care of two or three permanent staff.

Different capacities are organically developed as we are engaged in these activities and it take too long sometime. Funding organizations may also from time to time organize capacity building workshop for grantee.

Mentoring and Empowerment Programme for Young Women, Uganda

MEMPROW became involved with AWDF 2008 through the Executive Director who is the Co-founder of AWDF. MEMPROW received funding from 2008 to 2013 in the thematic area of Women's Human Rights. In 2014 MEMPROW received another grant for institutional support.

Through the social survival skills training programme, girls became more aware of their rights, and the need for self protection. The testimonials MEMPROW received from the trained girls indicate that the trainings were indeed life changing. Some of the behavioral changes reported were for example; *the ability to manage personal relationships in a positive and self fulfilling manner, and the ability to say no to abusive relations.*

Other Beneficiaries also gave feedback of the transformation in their lives as a result of the training for example:

In one of the trainings, one girl shared a very depressing experience she had kept to herself for more than 5 years. For all those years, she was sexually harassed by her biological father in exchange for school fees and up keep. It was so bad to the extent that the father was considering her as his wife and would rape her occasionally. Unfortunately this was a situation she handled all by herself until MEMPROW took training to her school. It is until then that she opened up to us about this. As a result of lessons she took from the training and guidance of our counsellor, she was able to leave home and managed to get a scholarship to study abroad

The intergenerational mentoring and gender dialogue networks on the other hand enhanced knowledge on women's rights; the gender dialogues further created space for women of different backgrounds, age and class to learn, share and speak about gender related issues that affect them at home, in institutions of learning and in the public places. The dialogues have continued to promote exchange of ideas and knowledge and gender equality for example.

Before Teddy Muyinda joined the MEMPROW Dialogue space she did not even know that she was beautiful. All she knew was to be a nice house wife because the husband gave her everything she needed to the extent that he restricted her movements. The first time she attended a dialogue session on patriarchy sexuality and gender, she realised that she was being controlled. In her view, the dialogue was an empowering space for her and as a result, she slowly started engaging her husband to allow her go back to school. The best part of this testimonial is that she persistently engaged the husband to allow her take on a family business that was being managed by her brother in law. Right now she is the firm's top personnel.

The first ever Uganda Young feminist convening that was organised in January 2013 was able to display the passion displayed for feminist learning, and most importantly the self-discovery of MEMPROW GIRLS. This was a strong indicator that all strong indicators that the Convening was not just timely but also an indicator of the necessity for institutionalizing young feminist in the circle of older feminist. This will be the foundation of feminist movement building and a concretization of future leadership, with integrity and ethics and a full understanding of the societies in which the young women will be expected to participate fully and independently.

The formation of the Uganda MEMPROW Girls' Network, by all the girls trained under MEMPROW was an exceptional development. Currently, all the institutions where

MEMPROW have trained, the girls formed MEMPROW Girls' Associations, to ensure that there is peer mentoring and sustainability and as a result; Girls' self worth, self assertion and self reliance among young women increased.

Some of the main factors supporting the changes are:

- The commitment and willingness of the institutions of learning to host the trainings and providing free venue, water electricity and security and general supervision during the two weeks of social survival skills training.
- Use of professional resource persons such as doctors, social entrepreneurs, lawyers enabled MEMPROW to meet the needs of young women/ Girls.
- MEMPROW's institutional capacity to design effective tools to achieve the above mentioned results.

The constraints faced were:

Structured and consistent Follow-up continues to be a challenge especially given that students live in different parts of the country. However, the development of the MEMPROW Girls Network boosts our follow-up through the Network's activities such as peer training and mentoring in the schools where we have trained.

Another major challenge that MEMPROW continues to face is the changing political environment that has become hostile to rights of young women and sexual minorities.

The Significance of Testing for HIV as A Couple

Community Volunteer Initiative for Development (COVOID), Uganda

Community Volunteer Initiative for Development (COVOID) received funds worth 1000US Dollars from AWDF in for project that started on September 2012 and ended December 2012. This was for the thematic area of HIV and AIDS. The Project was meant to organize and celebrate World Aids Day 2012 with a purpose to promote healthy discussion around HIV issues among married couples in Rubirizi District of Uganda. COVOID is no longer receiving this fund as the project timeframe was ending December 2012.

A number of results were achieved, in that a total of 340 people were tested and counseled for HIV/AIDS and the results emerged that 22 people were tested positive. Two drama shows were staged, presentations were from the post test clubs whose members gave testimonies on positive living and how they have been able to cope up after declaring their positive status. A number of condoms were also distributed on the day as a measure to prevent further spread of the HIV virus. Awareness messages were spread widely both through the radio jingles and on the day of the event.

But most importantly was the fact the people were encouraged to test as couples which scenario is not common in Uganda. Below is a testimony of Mugisha John who was encouraged to test for HIV with his wife.

*"My name is **Mugisha John** of Kakari in Katerera county Rubirizi district. Together with my wife we tested for HIV during the celebrations to mark World Aids day that was organized by COVOID in 2012. The test results came out when I was positive while my wife tested negative (discordant). The results were terrifying especially given that one of us was negative. We were counselled however and given support on how we could still live together as a couple while ensuring that there was no transmission by using a condom.*

We are now living happily and as a model by taking on the campaign of sensitizing people about HIV/AIDS on radios and other community forums. This has eventually worked to reduce stigma and discrimination in my family and the entire community am living in. I therefore encourage COVOID to continue helping couples to test together and be able to disclose their status to their spouses. Personally, I have managed to fight stigma because my wife got to know my status and at the same time she is looking after me very well because I was very honest with her and we tested together."

The reduction in stigma and the courage to come out and give testimonies for other people has been a significant change and this has seen demand for HCT increase in the area with men coming out for testing with their wives which paves way for a fight against HIV&AIDS.

Some of the main factors supporting the changes mentioned are continuous support from counsellors, which gave the needed psycho social support that has seen us stay together and able to provide for our children together.

Openness and disclosure of the HIV status has been key to creating a significant change towards fighting stigma and discrimination.

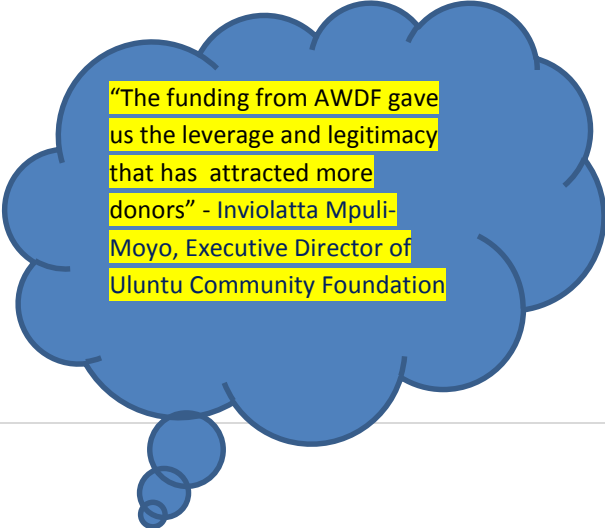
Constraints faced are the stigma and discrimination, which limits the free will to go for services

The Resilient Njabula Women

Story from Uluntu Community Foundation, Zimbabwe

Sethukite Khumalo is a 47 year old mother of three, a member of the Njabula Women's Group in the Guanda North District of Matabeleland South Province in Zimbabwe talks fondly about the group's vegetable garden and the type of improvement that has happened to her as a result of the garden. According to Sethukite, the vegetable garden provides her family with the nutrition they badly need and the income from the garden has kept her children in school without putting much stress on her life. Prior to the group developing the garden, Sethukite had to go from village to village buying others vegetable and hacking them around the homesteads. A task she found very tedious as a result of the long distances she had to walk and the often hot dry sun she had to trek through. Now customers walk into the garden to purchase the vegetable and therefore she no longer has to hack in the hot sun. Njabula Women's Group is a community women's group located in the dry drought prone community of Njabula. The determination and resilience of these women led to their joining forces to overcome the harsh environment they live in.

For most time of the year, the Njabula community is dry and without water making life very difficult for a community that basically survives on farming and cattle production. With the constant drought, life became very unbearable but a group of women decided to take their destiny into their own hands and forge ahead. A group of originally 7 women now 13 women came together to start a poultry project that did well till a long drought in 2009 killed all the poultry. Not to be discouraged these women decided to go into vegetable gardening. With support from an NGO who provided them with a borehole they started the farming. As they gained more confidence and experience they decided that it was time to expand the farms and make it an income earning venture instead of just a kitchen garden. That was when they approached AWDF's partners, Uluntu Community Foundation. In 2012 when AWDF supported the Uluntu Community Foundation they went to the aid of the Njabula Women's Group with farming inputs including seeds, tools, pesticides and technical assistance. An elderly woman in the community donated a plot of land to enable the women expand their garden. With AWDF's support a fence was built around the plot to keep out wild animals and foraging cattle. In addition a borehole was constructed to provide all year round water to water the vegetable garden. As a result the garden of the Njabula Women's Group is forever green producing good produce that provides the much needed nutrition and income to supplement the livelihoods of these women and their families. Each of the women has 48 beds for planning different vegetables including spinach, some traditional vegetables, onions and okra.



"The funding from AWDF gave us the leverage and legitimacy that has attracted more donors" - Inviolatta Mpuli-Moyo, Executive Director of Uluntu Community Foundation

AWDF paves the way for more opportunities for Sylvia

Story from Lupane Women's Centre, Zimbabwe

Sylvia Nyathi is a 47-year-old married woman with 6 children. She is the board chair and founding member of the Lupane Women's Centre. Sylvia was one of the beneficiaries of the AWDF supported project of the centre. She was trained in basic business management, including how to cost items. She received \$100 as start-up capital to start her poultry business in 2012 with 6 birds (5 hens and a fowl). With this money she bought feed and medicines for the birds to ensure their full growth. She started selling her bird at the end of 2012 and made an income of \$315. As a result of the increase in her income she brought in 2013, her 14 year old daughter to a neighboring school and paid her 1st term fee. She was able to fend for her entire family. As her business venture continued to improve, she decided to build a three bedroom brick. Due to hardship in her family her older children left home and were hardly supporting her but her continuous improvement in her business finally reunited her family.

According to Sylvia the project funded by AWDF enhanced their credibility in the community and opened a great opportunity for her and other members of group she belongs to and they received a \$5,000 loan from the Women's Affairs. The loan enabled them to purchase sewing machines to make school uniforms, men's trousers and sanitary pads. As at the November ending she had an income of \$443 out of which she has been able to settle her monthly loan repayment. For Sylvia the AWDF project was such a success that it gave birth to another project. She is very grateful to AWDF for making her enjoy a better life with her family and promised to send pictures of her newly house to AWDF.

Mlilo says "I am equal to my husband"

- *Story from Lupane Women's Centre, Zimbabwe*

Mlilo is a 55 year old woman with 6 grand children. She has always been interested in making candles but never had the opportunity to do so. Thanks to the AWDF support to the Lupane Women's Centre she benefitted from a startup capital of \$194 for a candle production project. Prior to that, she was a skilled basket weaver. She never believed she could make candles in her life. Out of the amount she received for her candle project she made 550 candles which were quite difficult for her to sell because people in the community never believed in her ability to produce candle but after a while she started making sales. As sales were not moving as fast as she expected she was smart enough to batter her candles for maize and was also able to purchase a \$64 worth cupboard for her house. As a multi skilled woman, Mlilo diversified her business in order not to lock up her money in one venture, so she used the proceeds made from the sale of candle to buying clothes for resale. Today she is able to effectively manage her business and she said "though my husband works in town I can say I earn as much he does"

Miraculously arisen from death-bed

- Taonga Community Home Based Care Project (Taonga HBC), Zambia

For me as a beneficiary, I was told that it was the Executive Director contacts from conferences where she heard about AWDF and started corresponding with them in 2007. The first funding was received in 2009 and since I was at that time bed-ridden I just started seeing Taonga HBC Caregivers wearing green T.Shirts labled Taonga HBC in front and Caregiver on the back coming to give me bed baths, do house cleaning, encouraging me to take my medicine as I was taking ARVs, offering prayers thereafter giving me food stuff. This continued for about four months and I was very happy as I was now able to take my medicine after eating. I cannot remember properly, but it is like during month five that I started refusing to be given bed-baths as I challenged the caregivers that I was able to bath myself. At first they thought I was joking but I demonstrated, in their presence that I was able to bath on my own. That was how I left the bed forever and started moving up and down. I also could not believe that I was strong enough to do my own house chores.

During one of the caregivers visits, I suggested that I be given capital money to start my own business. The caregivers were surprised and asked if I was serious. I said I was and said just go and tell the Executive Director to organize me capital money, I want to surprise every one of you.

Taonga HBC last received the Women Economic Empowerment and Livelihoods in December, 2012 upto 2013 and ever since there has been nothing though the Executive Director informed us that she submitted a 2014 proposal in July 2013.

The most important result...

For me personally, it is something that I experienced, I will be talking the important results that happened to me. I started taking ARVs in January, 2004. Because of my status, my husband divorced me in February, 2004. I was not working and solely depended on him to supply food. I eventually could not afford enough food to eat before taking my medicines. Most of the time I was taking them on an empty stomach or at times I would not take my medicine for fear of being drousy. Four months into receiving food supplements from Taonga HBC, which to me, came like manna from heaven, I left my bed and was able to walk around. To me that is the most important result – improvement of my health was a miracle as I was just left for the dead.

The significant change which everyone else could and can still see is my being able to come out being bed-ridden to being very productive.

For me the visible changes on my health has been supported and made possible by the food supplements that I was receiving from Taonga HBC. With that improvement on my health, I suggested to my organization to find me capital to start a business which was done and I started up my own business of selling second hand clothes. I have even expanded my business as I opened a Bar where I sell assorted alcoholic drinks and soft drinks.

There have not been any barriers to me so far as I mentioned I have been able to properly take care of my family and have even expanded my business. I have employed myself running the second hand clothes shop and I have employed two young girls to manage my Bar business. So far I am very grateful to my organization, Taonga HBC otherwise my it, I should have died because I was going to completely stop taking my medicines.

I have accepted my status

- Women in Action against Gender Based Violence Cameroon (WA Cameroon)

We were searching for donors supporting women organization in the internet and we came across some including AWDF. In the year 2010 a sister organization forward to us the AWDF call for applications for the celebration of world aids day. We applied and had funding for 2010. The purpose of the grant was to scale up VCT and ARVs in Enclave Resource Limited Settings. In 2011 the call was still made and we applied and had it again. For the call in 2012, we were not selected.

The most important result for the organization's beneficiaries resulting from the funding obtained from AWDF is that PLWHA accepted their status and adhere to ARVs up to date. The grant has prolonged lives with ample effects on the families and communities. Mrs. Nleng Angeline said: *"I accepted my status, don't you see me looking healthy, if you did not encourage me to go to a treatment centre and start taking my drugs, I would have long died. What would have become of my children's feeding and education"?*

Some of the main factors supporting the changes are:

- PLWHA belong to support groups and within these groups they function as keepers of one another i.e. monitor each other for drug adherence, living positively and counsel each other in difficult situations.
- Stigma and discrimination is dying out in the communities; PLWHA face less stigma now
- We build collaboration between the support group and the one staff in the health center whom they reported all their health challenges to for advice.
- We continue to visit the support group and encouraging them to participate in outdoor activities in the communities.

Constraints faced were that some women in particular, their husbands did not want them to join the support group. Also some of the men whose wives were tested positive refused to do the test.

5.5 Annex 5: Evaluation framework

Specific Evaluation Objective	Key Questions as stated in the ToR	Methods	Data Sources
1. What changes have been achieved?	<p>What changes have been achieved in the <u>Lives of the people and communities that AWDF grantees are supporting as well as in the capacity of grantees.</u></p> <p>These will include but will not be limited to:</p> <ul style="list-style-type: none"> • data on numbers of people benefiting and types of benefits, e.g. x people increased incomes, y people participating in elections • % changes and stories of change at individual, community, society and/or policy level • changes in grantee capacity e.g. on strategy and planning, implementation, governance, systems including finance, monitoring and evaluation, learning, fundraising 	Document Review; FGDs; Key Informant Interviews; Most Significant Change Stories	Project Documents; AWDF Staff and Board; Grantees; Comic Relief; Other AWDF Donors; Grantee beneficiaries
	<p><u>Through AWDF's non-grant making work.</u></p> <p>This will include but will not be limited to:</p> <ul style="list-style-type: none"> • changes in the policy, legal and regulatory context • changes in the funding context including changes in the profile, practice and resourcing of African philanthropy and grant making to/from Africa • changes in movement building 	Document Review; Key Informant Interviews; Online Survey	Project Documents; AWDF Staff; Grantees; Comic Relief;
	<p><u>In the capacity of AWDF as an organization.</u></p> <p>This will include but will not be limited to:</p> <ul style="list-style-type: none"> • changes in strategy, in programming and delivery of services to partners, grant making and identification of partners • systems and structures including financial and technical capacity, monitoring and evaluation, learning, etc. • efficient and effective use of resources • how AWDF's approach to value for money was implemented in the period of the Comic Relief grant 	Document Review; Key Informant Interviews; Significant Change Stories	Project Documents; AWDF Staff; Comic Relief; Partners
2. Perception of grantees of the effectiveness of their relationship with AWDF	<p>What is the perception of grantees of the effectiveness of their relationship with AWDF?</p> <p>This will include but will not be limited to:</p> <ul style="list-style-type: none"> • timeliness of communication, degree of flexibility and adaptability • type of funding provided, relevance of practical support provided in relation to grantee needs and priorities • basket of services offered - technical support, meetings and convenings, broader advocacy, supporting grantees to learn from each other • how relationship differs from those with other funders and what it enables them to do differently, if anything 	Document Review; Key Informant Interviews; Online Survey; Significant Change Stories	Project Documents; AWDF Staff; Grantees; Comic Relief; Donors; Online Survey;

3. Lessons Learnt, Sharing and Application	<p>What has AWDF learned and how has it shared and applied it?</p> <p>This will include but will not be limited to:</p> <ul style="list-style-type: none"> • strategy and approach, particular thematic areas or methodologies • how to support grantees most effectively 	Key Informant Interviews; FGDs	Project Documents; AWDF Staff and Board; Grantees
4. Contextual Analysis	<p>What elements of the broader context have helped or hindered AWDF and its grantees' work over the past years?</p> <p>These will include but will not be limited to</p> <ul style="list-style-type: none"> • influence of policy makers, civil society, research and other knowledge institutions • availability and type of funding and technical support 	Key Informant Interviews; FGDs; Document Review	Project Documents; AWDF Staff and Board; Grantees
5. Added value of the Comic Relief funding and the way it was delivered	<p>Explore any specific added value of the Comic Relief funding and the way it was delivered. This will include but will not be limited to the below, and will explore how Comic Relief has helped or hindered AWDF in delivering change:</p> <ul style="list-style-type: none"> • The application and assessment process • The grant management process, including activities around monitoring, evaluation and learning • Comic Relief marketing and communications activities, e.g. filming and corporate partner visits 	Document Review; Key Informant Interviews	Project Documents; AWDF Staff and Board; CR Staff
3 Efficiency and Value for Money	<p>How efficiently was the grant utilized?</p> <ul style="list-style-type: none"> • What results have been achieved compared to resources (human, time, financial) invested? • How efficient was distribution among different groups of women and among different countries? • Have the outputs by AWDF grantees delivered as expected by beneficiaries? 	Document Review; Key Informant Interviews	AWDF staff; Grantees; Project Reports (Financial + Narrative)
6. Conclusions and Recommendations	Identify and document key learning points, processes, and make recommendations for similar projects	Document review; Key Informant Interviews; FGDs	Project Documents; AWDF Staff; Grantees

5.6 Annex 6: Endline Evaluation Data

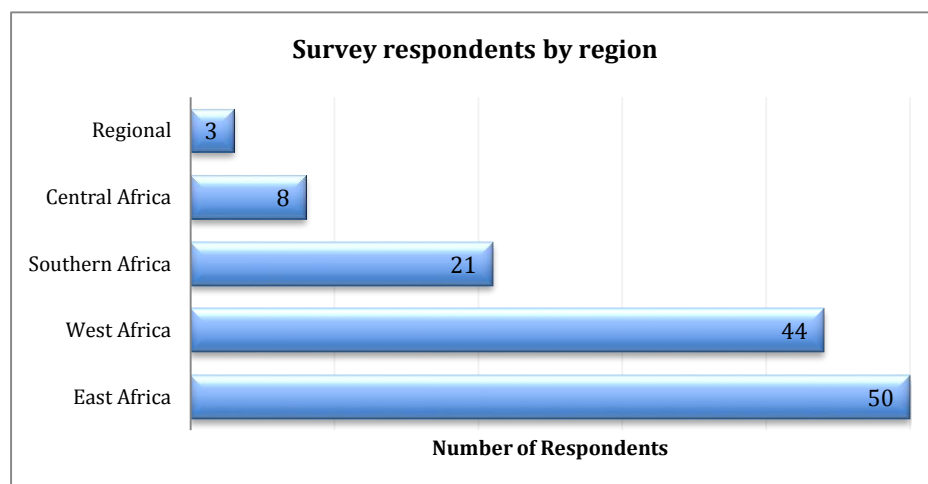
The socio-demographic characteristics of the online survey respondents was as follows

Characteristics of the survey respondents	Frequency	Percentage (%)
Sex		
Female	109	87%
Male	17	13%
Total	126	100%
Role / Position		
Finance and Administrative	7	6%
Management	60	48%
Programmes	52	41%
Research, Monitoring & Evaluation	4	3%
Other	3	2%

A large proportion of the online survey respondents were based in East Africa (n=50), followed by West Africa (n=44), Southern Africa (n=21) and Central Africa (n=8). Three of these respondents worked within regional organizations that worked across Africa.

The respondents to the survey were from 26 countries across Africa, namely:

Benin (3), Botswana (2), Burkina Faso (2), Burundi (2), CAR (1) Cameroon (7), Cote D'Ivoire (2), DRC (6), Ethiopia (5), Ghana (16), Kenya (8), Liberia (4), Malawi (4), Mali (1), Nigeria (14), Rwanda (2), Sierra Leone (4), Somalia (1), South Africa (8), Swaziland (2), Tanzania (1), The Gambia (1), Togo(10), Uganda (16), Zambia (3) and Zimbabwe (1).

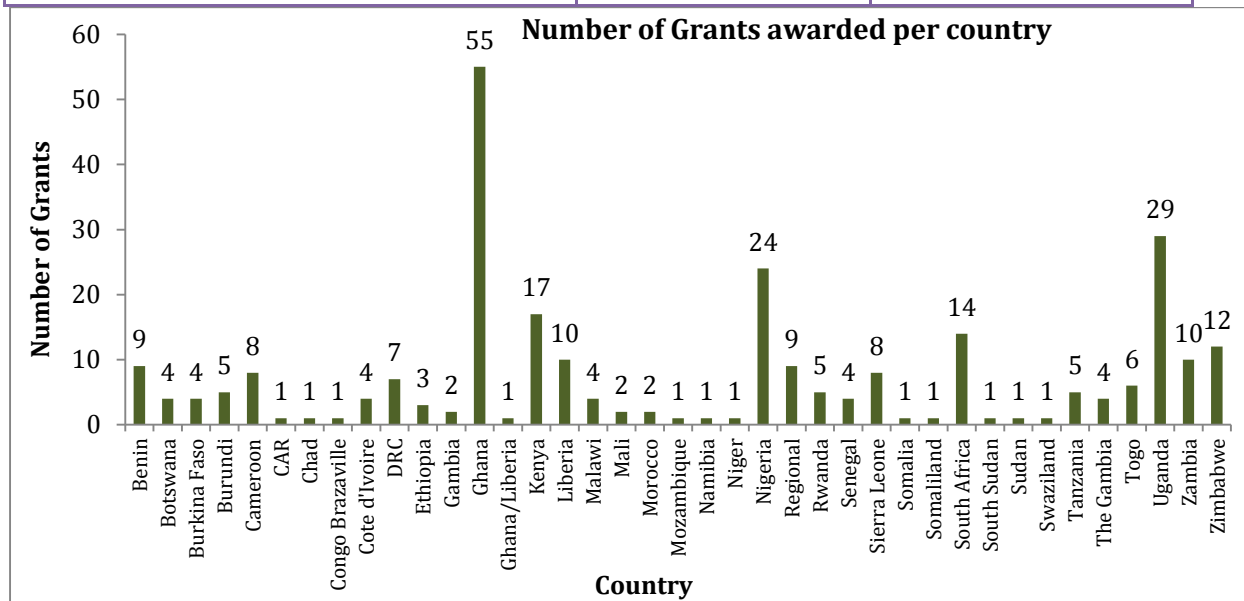


The largest proportion of responses was from organizations that had been supported in the following thematic areas: EE&L (n=55), WHR (n=48) and HIV and AIDS (n=46).

Reflective of the work of AWDF, the majority of the respondents described their organization as NGOs (61%) and CBOs (25%). The rest were representatives from international NGOs (6%), private/corporate (4%), networks/consortia (3%), academic (1%) and media (1%).

Geographical distribution of CR supported grants, 2011-2013

Types of Organizations Supported	Frequency	Percentage (%)
Academic	1	1%
Community Based Organization	31	25%
International NGO	7	6%
Media	1	1%
Network/Consortium	4	3%
NGO	77	61%
Private/Corporate	5	4%
Total	126	100%



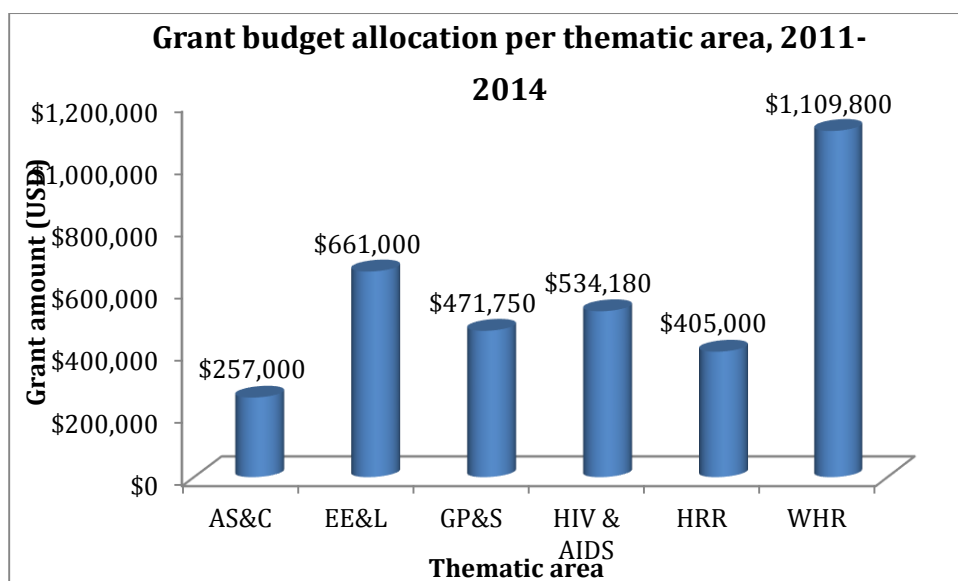
Number of grants per thematic areas of focus by year

Project monitoring data revealed that the largest number of awards were focused on WHR (32%), followed by EEL (19%), HIV & AIDS (16%), GP&S (14%), HRR (12%) and AC&S (7%). In addition, almost half of all the grants (46%, n=127) were allocated in the second year of the project, i.e. in 2012.

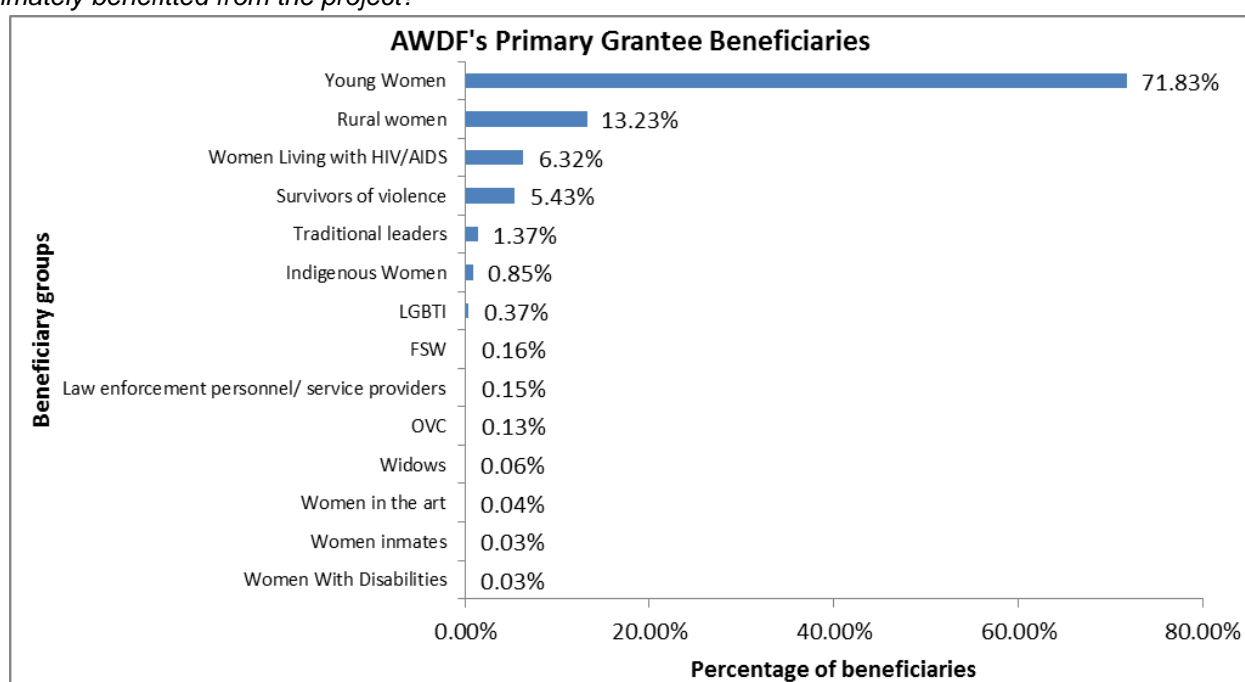
Year	2011	2012	2013	Total	Percent
Art, Culture and Sports	4	3	6	13	5%
Economic Empowerment	18	34	26	78	28%
Governance, Peace and Security	6	8	11	25	9%
Health and Reproductive Rights	14	28	14	56	20%
HIV & AIDS	6	5	7	18	6%
Women's Human Rights	23	49	16	88	32%
Total	71	127	80	278	100%
Percent	26%	46%	29%	100%	

Budget allocation to AWDF's grantees per thematic area

The review found that a third of the grant (32%, i.e. \$1,109,800) was allocated to WHR. About a fifth of the budget allocation (19%, i.e. \$661,000) was provided for economic empowerment projects.



Who ultimately benefitted from the project?



5.7 Annex 7: Terms of Reference

THE AFRICAN WOMEN'S DEVELOPMENT FUND TERMS OF REFERENCE - END OF PROJECT EVALUATION COMIC RELIEF's DEVOLVED GRANT MAKING PROGRAM - PHASE II PROJECT

1. BACKGROUND

The African Women's Development Fund (AWDF) was established in June 2000 as the first Africa-wide grant making foundation. The organisation supports the work of women's organisations and groups working to promote women's rights in Africa. The objectives of AWDF are fundraising within and outside Africa, grant making on an Africa-wide basis, communicating the work and achievements of African women's organisations and providing technical assistance to grantees. Since the start of operations in 2001 up to the end of year 2013, AWDF has provided over twenty one (21) million US dollars in grants to over 1200 women's organisations in 42 African countries.

AWDF in the year 2011 received a grant of £2 million over 3 years from Comic Relief, an international UK charity organisation. This grant was Phase II of the Devolved grant making program and covered the period from April 2011 to March 2014.

The grant was aimed to contribute to the implementation of AWDF's Strategic plan 2011- 2015 and was to be implemented in Sub-Saharan Africa. The project focused on four areas:

- Grant Making – in each of AWDF's thematic areas
- Capacity and Movement Building – Investment in the strengthening of grantee institutions through training, information sharing, peer learning and exchange. It will also engage with constituencies that are influential in shaping attitudes and norms on women's rights such as popular culture.
- Strengthening AWDF's Communications -Social media tools such as Facebook, twitter and blogs.
- Partnership Development – Building strategic links and partnerships that enable greater access to resources, and decision –making.

As the Phase II project has reached its final stage, AWDF is undertaking an end of project evaluation with emphasis on the project performance over the last three years identifying good practices and lessons that could serve as stepping stones for future interventions.

OBJECTIVE OF THE EVALUATION

The overall objective of this end of project evaluation (Summative evaluation) is to assess and document: the achieved results over the period of the Comic Relief grant including changes realized , draw lessons learnt, identify challenges and make recommendations.

More specifically the evaluation will:

- Assess the quantitative and qualitative gains made in the lives of women and women's organisations, including AWDF itself, since the start of the Phase II project.
- Assess the effectiveness and efficiency of AWDF in its grant making and non-grantmaking work
- Assess the effectiveness and efficiency of the Phase II project and contribution to the development and achievement of AWDF's goals and objectives
- Draw lessons learnt from the implementation of Phase II project to inform future work
- Provide recommendations to strengthen AWDF's future work

3. SCOPE OF THE EVALUATION

The evaluation will focus on the implementation of Comic Relief's Devolved grant making program - Phase II project activities. It will cover all the key components of the project:

- Programmes implementation
 - Grant making to small-medium sized women's organisations
 - Capacity building and technical assistance programmes
 - Education and knowledge building
- AWDF's institutional growth and development
 - Grants management
 - Communications
 - Others

THE EVALUATION QUESTIONS TO BE ANSWERED:

The questions below are indicative of the key information needs identified during the formulation of these Terms of Reference, and can be finalized during the inception meeting between AWDF and the consultant.

Mainly, the evaluation will focus on the following four key areas:

a) What changes have been achieved:

- In the lives of the people and communities that AWDF grantees are supporting as well as in the capacity of grantees? These should include but not limited to:
 - ✓ data on numbers of people benefiting and types of benefits, e.g. x people increased incomes, y people participating in elections;
 - ✓ % changes and stories of change at individual, community, society and/or policy level
 - ✓ changes in grantee capacity e.g. on strategy and planning, implementation, governance, systems including finance, monitoring and evaluation, learning, fundraising
- Through AWDF's non-grantmaking work. This should include but is not limited to:
 - ✓ changes in the policy, legal and regulatory context,
 - ✓ changes in the funding context including changes in the profile, practice and resourcing of African philanthropy and grant making to/from Africa,
 - ✓ changes in movement building
- In the capacity of AWDF as an organisation? This should include but is not limited to:
 - ✓ changes in strategy, in programming and delivery of services to partners, grant making and identification of partners,

- ✓ systems and structures including financial and technical capacity, monitoring and evaluation, learning, etc...
 - ✓ efficient and effective use of resources
 - ✓ how AWDF's approach to value for money was implemented in the period of the Comic Relief grant.
- b) **What is the perception of grantees of the effectiveness of their relationship with AWDF?** This should include but not limited to:
- ✓ in terms of timeliness of communication, degree of flexibility and adaptability,
 - ✓ type of funding provided, relevance of practical support provided in relation to grantee needs and priorities
 - ✓ basket of services offered - technical support, meetings and convenings, broader advocacy, supporting grantees to learn from each other,
 - ✓ how relationship differs from that with other funders and what it enables them to do differently, if anything
- c) **What has AWDF learned and how has it shared and applied it?** This should include but is not limited to:
- ✓ in terms of strategy and approach, particular thematic areas or methodologies,
 - ✓ how to support grantees most effectively
- d) **What elements of the broader context have helped or hindered AWDF and its grantees work over the past years?** These should include but not limited to
- ✓ influence of policy makers, civil society, research and other knowledge institutions,
 - ✓ availability and type of funding and technical support
- e) **Explore any specific added value of the Comic Relief funding and the way it was delivered**, for example enabling AWDF to undertake work they would not have been able to undertake otherwise, and the way in which Comic Relief has managed this grant. This should include but not limited to the below, and should explore how Comic Relief has helped or hindered AWDF in delivering change:
- ✓ The application and assessment process
 - ✓ The grant management process, including activities around monitoring, evaluation and learning
 - ✓ Comic Relief marketing and communications activities, e.g. filming and corporate partner visits
- f) **How efficiently was the grant utilised?**
- ✓ What results have been achieved compared to resources (human, time, financial) invested?
 - ✓ How efficient was distribution among different groups of women and among different countries?
 - ✓ Have the outputs by AWDF grantees delivered as expected by beneficiaries?
 - ✓ To what extent the project were activities implemented in all component areas?

4. APPROACH AND METHODOLOGY

The evaluation methodologies to be applied in this evaluation will be developed by the consultant in consultation with AWDF. There is a significant amount of information that can be made available for this end of project evaluation.

The evaluation will use both qualitative and quantitative approaches to collect, verify and analyse data. The consultant will use (but is not limited to) the following:

- An evaluation design that builds on the project objectives, scope and evaluation questions

- The approaches for the verification, analysis and the interpretation of data (e.g. types of data analysis used, data collection instruments, etc.....)
- The selection process and criteria for sampling
- The list of information sources gathered, and making them available to AWDF
- A detailed work plan indicating timing of activities, responsibilities, and use of resources.

The instruments and tools to be used for gathering and verifying relevant information and data include (but are not limited to):

- Review of organisational documents, project proposal and reports including recent evaluations and surveys
- Interviews with AWDF Board Members, AWDF Staff, AWDF grantees, Comic Relief, other selected AWDF donors and selected peer organizations.

The evaluation will be undertaken in 5 stages – an inception stage; a desk study; grantee visits (selected countries); data analysis, drafting the preliminary evaluation report and validation and production of final report.

- Stage 1- Inception phase involves discussion with the organisation to define the scope of evaluation, refine the evaluation questions and produce an inception report. This report will incorporate a detailed work plan, methodology for gathering, verifying and analyzing data and the criteria for the selection of grantees in the countries selected for this exercise.
- Stage 2- Desk study covers a thorough review of all relevant documentation and conducting initial interviews with key stakeholders.
- Stage 3- Country field visits to interact with selected grantee organizations that benefited from the Phase II project that are selected in consultation with AWDF.
- Stage 4- Preparation of the preliminary evaluation report, submission to AWDF for comments, and validation workshop/meeting to present the findings and validating results.
- Stage 5- Preparation of final evaluation report and submission to AWDF

5. CONSULTANT'S PROFILE AND QUALIFICATION

The consultant must have extensive experience in conducting evaluations and assessments covering donor supported projects and programs aimed at transforming gender relations and inequality. They must be able to demonstrate experience in the systematic verification, synthesis and analysis of both quantitative and qualitative data, preferably in a grant making context. They must also have experience in evaluating changes in organisational capacity using recognized tools and methods. The successful candidates for the assignment must also demonstrate knowledge and experience in evaluating regional projects in Africa. The consultant is required to submit one example of an evaluation report that the consultant has undertaken recently when responding to the terms of reference.

6. MANAGEMENT OF EVALUATION

AWDF's Monitoring and Evaluation Specialist will oversee the execution of this thematic evaluation and coordinate the day to day evaluation exercise. AWDF will also be responsible for funding the exercise, for disseminating the evaluation report and conducting any other follow up that might arise as a result of recommendations of the study.

7. EXPECTED OUTPUTS

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

1. **Inception report** that includes methodology, work plan and budget
2. **A comprehensive project evaluation report** that incorporates the following:
 - An analysis of achievements, strengths, weaknesses and challenges of the Phase II project
 - An analysis of the changes realised of the Phase II project with emphasis on synthesised and verified quantitative and qualitative evidence.
 - Recommendations on how AWDF will build on its strengths and achievements to overcome its weaknesses and challenges
 - Recommendations for capturing impact and managing knowledge of the Phase II project. This should include recommendations regarding possible innovations
 - Recommendations if things were to be done differently
 - Feedback from various AWDF constituencies
3. The evaluation report should incorporate, the following **subsections**:
 - Executive Summary not more than four pages with findings and related recommendations
 - Introduction (page limit of two pages):
 - Project Description
 - Purpose of the Evaluation
 - Evaluation Methodology
 - Limitation of the study
 - Findings highlighting: the key questions set under section three
 - Lessons learnt
 - Recommendations
 - Annexes (all relevant documents)

The report should be clear and simply written, free of jargon. The main body of the report **should not exceed 30 pages**. Technical details should be confined to appendices, which should also include a list of informants and the evaluation team's work schedule. Background information should only be included when it is directly relevant to the report's analysis and conclusions.

The report's authors should support their analysis of a project's achievements with relevant data and state how this has been sourced and verified. Recommendations should also include details as to how they might be implemented.

We expect the report to include guidance on the process by which findings will be shared and discussed with all stakeholders including those who are benefiting from the project and how any resulting changes in the report will be included.

8. PROPOSED TIMEFRAME AND BUDGET

AWDF will provide the necessary resources for the review including key staff time and relevant documents at AWDF. The evaluation exercise is expected to be completed within two months (eight weeks). The commencement date for the assignment shall be 15th June 2014 and completion shall be 14th August 2014 including submission of final report to AWDF.

BUDGET

AWDF will cover all expenses related to this exercise. The following is the proposed budget breakdown for the study:

- Consultancy fee
- Flight and per diem to study countries
- Validation workshop costs
- Any other unforeseen expenses

References:

- TOR for AWDF Strategic Plan review
- Devolved Grant Making Phase II documents
- TOR for MDG3 fund : Investing in Equality, AWDF final proposal
- TOR for AWDF Thematic evaluations