TERMS OF REFERENCE - END OF PROJECT EVALUATION
COMIC RELIEF's MAANDA PROJECT

1. BACKGROUND

The African Women's Development Fund was established in June 2000, as an Africa-wide philanthropic, grant making initiative to support the realisation and fulfilment of African women's rights through funding of autonomous women's organisations on the continent. AWDF believes that if women and women's organisations are empowered with skills, information, sustainable livelihoods, opportunities to fulfil their potential, plus the capacity and space to make transformatory choices, then we will have vibrant, healthy and inclusive communities. To achieve this, AWDF mobilises financial, human and material resources to support local, national, and regional initiatives for transformation led by African women.

AWDF supports change-makers; African women's activist organisations and individuals who have held and advanced the line on women's rights. We work to shape the future of Africa by:

- Funding organisations that work towards the promotion of women's rights and empowerment, through our three thematic areas

- Strengthening organisations and leaders through capacity building and technical support

- Building and sharing knowledge

- Connecting and amplifying African women's voices with advocacy and movement building.

AWDF in the year 2014 received a grant of £1.2 million over 4 years from Comic Relief, an international UK charity organisation. This grant is under the Maanda program initiative and is towards strengthening leadership and governance capacities of African Women's Rights Organisations. The grant started on November 1, 2014 and covers a four year period.

The grant is to support the execution of under listed activities and is to be implemented in Sub-Saharan Africa. The project focused on four areas:

- Leadership Development – individual skills building and work on leadership values. Group work on leadership training and management skills training as identified. Individual coaching and mentoring follow up.

- Institutional Strengthening – through dedicated work with staff teams, governance boards and managerial frameworks on site, plus multiple models and case studies to enhance strategic and operational governance.

- Grantmaking – for the core mandates carried out by each of the organisations selected

- Strengthening AWDF's internal capacity: MEL, Programs and Non-programs

As the project has reached its final stage, AWDF is undertaking an end of project evaluation with emphasis on the project performance over the last four years. It is to explore and identify results, good practices and lessons that could serve as stepping stones for future interventions. Additionally, it is to provide recommendations to foster expansion and sustainability of future similar projects and if it things to be differently.

2. 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 by women's organisations including individual leaders of these organisations and AWDF, since the start of the project.

- Assess the intended and unintended outcomes of the project

- Assess the effectiveness and efficiency of the project including value for money and contribution to the development and achievement of the intended outcomes of the project.

- Assess the approach and methodologies used

- Assess project MEL system (validity and reliability of data collection, storage and analysis; effectiveness of processes to use and sharing of information)

- Draw lessons learnt from the implementation of project to inform future work including AWDF's risk management strategies

- Provide recommendations to strengthen similar work in future and sustainability of the project and gains made

- Explore ways if things to be done differently

3. SCOPE OF THE EVALUATION

The evaluation will focus on the implementation of Comic Relief's Maanda project activities. It will cover all the key components of the project:

- Programmes implementation: Women rights organisations institutional growth and development
    - Capacity building and technical assistance programmes
    - Grant making

- AWDF's institutional development
    - Grants management
    - Communications
    - Others

THE EVALUATION QUESTIONS:

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

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

a) **What changes/results have been achieved as per Start Up Form:**
- In the lives of the individual leaders, in the work they are doing, the capacity of the organisations they serve and people and communities that AWDF grantees are supporting? These should include but not limited to:
    - ✓ Changes in the individual leaders capacity e.g. navigating power, assertiveness and confidence, leadership, communications, …..
    - ✓ Changes in grantee capacity e.g. on strategy and planning, implementation, governance, systems including finance, monitoring and evaluation, learning, fundraising
    - ✓ stories of change at individual leaders, organisations, community, society, etc…levels
    - ✓ Changes in the beneficiaries of the organisations
    - ✓ Data on numbers of people benefiting and types of benefits
    - ✓ Are there any unintended results? And what are these (if any)?

- In the capacity of AWDF as an organization: This should include but not limited to**:**
    - ✓ 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 has AWDF learnt and how has it shared and applied it?** This should include but not limited to:

- ✓ In terms of strategy and approach, particular methodologies,
- ✓ How to support grantees most effectively

c) **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

- ✓ Availability, timeliness and technical support

✓ Changes in working relationships: among staff, individual leaders and organisations

✓ Understanding how change has happened, and what has enabled or hindered change in the project.

d) 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's rights organisations and among different countries?

✓ To what extent the project activities were implemented in all component areas.

e) How will AWDF build on results and accelerate?

✓ What makes such an initiative most effective

✓ How can investment made on institutional growth (project obejecties) be sustained? e.g. Transitions of individual leaders, shift in focus of organisations,…..

✓ To what extent can collective ownership of the program be built: AWDF, grantees and donors

✓ Is mentorship and coaching the best approach?

f) Approaches used by Comic Relief:

▪ How have Comic Relief's grant making policies and processes (e.g. how we define our programme strategies and outcomes, how we assess applications) helped or hindered the delivery of lasting change?

▪ How has Comic Relief's approach to grant management (e.g. individual work with grant holders, and learning activities with other funded organisations) helped or hindered the delivery of lasting change?

▪ How has the way Comic Relief used its organisational assets helped or hindered the delivery of change (e.g. use of the media, access to decision makers)?

▪ Are there any other ways in which Comic Relief has helped or hindered the delivery of change?

4. APPROACH AND METHODOLOGY

The evaluation methodologies for 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.

However, the evaluation will use both qualitative and quantitative methods approaches to collect and analyze data. The instruments to be used for gathering and verifying relevant information and data include (but are not limited to):

- Review of project documents including project proposal and Startup form, project reports and all other relevant project documents

- Interviews with AWDF Staff, AWDF grantees, Project Coaches and Comic Relief

The evaluation will be undertaken in five stages – an inception stage; a desk study; grantee visits (selected countries); drafting the preliminary evaluation report 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 in at least two countries to interact with selected grantee organizations that benefited from the project that are selected in consultation with AWDF. (The actual number of countries to be visited will be decided during inception phase)

- 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 an institutional capacity strengthening context. They must have experience in evaluating changes in individual leaders and organisational development 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 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**
3. **Case studies: Stories of individual leaders**

The final 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 twenty working days. The execution period for the assignment will be the second quarter of the year 2019.

BUDGET

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

- Consultancy fee
- Flight, Transport, Visa, Hotel costs related to study/visit countries
- Validation exercise cost (if necessary)Any other unforeseen expenses directly related to delivery of this contract, and as agreed prior by AWDF