



TERMS OF REFERENCE - END OF PROJECT EVALUATION COMIC RELIEF'S MAANDA PROJECT- PHASE II

1. BACKGROUND

The African Women's Development Fund (AWDF) strives for Africa to become a continent where gender justice is fully achieved for all African women, girls and gender-diverse people, and dignity and freedom are a reality for all Africans. In its first 21 years, AWDF disbursed nearly USD 51 million to women's rights organisations, primarily throughout Africa (and in selected Middle Eastern countries through one of our projects). Through its grant making, programmatic and advocacy work, AWDF has supported work that led to changes in law and policy, social norms, narrative, and movement-building for gender equality – particularly on three main thematic areas: body and health rights (including a range of issues from sexual and gender based violence to SRHR), women's leadership, participation and peace, and women's economic empowerment.

Building on its strong track record, AWDF is soon to launch a ten-year strategic framework (2023-2033) which will guide its efforts to advance gender equality and gender justice for girls, women and gender-diverse people across Africa. At its core, the strategy's focus is on resourcing, nurturing and strengthening those who are best placed to achieve transformative change: African women's and feminist groups, organisations and movements.

In January 2021, AWDF received a grant of £415,000.00 over 3 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 1 March, 2021 and covers a three 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 three 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 how to do things 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 realised, 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 project inception.
- 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 of doing things differently

3. SCOPE OF THE EVALUATION

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

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

- AWDF's institutional development:
 - Grant management
 - Communications
 - Other

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 finalised 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 funded partners' 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 women leaders of the organisations
- Data on numbers of people impacted and types of impact
- Are there any unintended results? And what are these (if any)?

In the capacity of AWDF as an organisation: 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 funded partners 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 objectives) 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, funded partners and funding partners
- Is mentorship and coaching the best approach? Could a different approach have produced better results?

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 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.

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 Board Members, AWDF Staff, Project Coaches, Comic Relief

and other selected AWDF funding partners (if necessary).

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

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.
2. Desk study covers a thorough review of all relevant documentation and conducting initial interviews with key stakeholders.
3. Country field visits 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)
4. Preparation of the preliminary evaluation report, submission to AWDF for comments, and validation workshop/meeting to present the findings and validating results.
5. Preparation of final evaluation report and submission to AWDF

5. CONSULTANT'S PROFILE AND QUALIFICATION

Our ideal “consultant/s” are an individual or a team that:

- Have a commitment to the AWDF's values of feminist leadership, accountability, diversity, respect and solidarity.
- Demonstrate extensive experience in conducting evaluations and assessments covering donor supported projects and programs aimed at transforming gender relations and inequality.
- Has extensive experience in the systematic verification, synthesis and analysis of both quantitative and qualitative data, preferably in a grant making context.
- Have experience in evaluating changes in organisational capacity using recognized tools and methods
- Demonstrate knowledge and experience in evaluating regional projects in Africa
- Have excellent interpersonal skills and a flexible approach
- Can demonstrate skills in project management, execution and delivery
- Have a proven ability to work under tight deadlines
- Are fluent in French (desirable)

6. MANAGEMENT OF EVALUATION

AWDF's Director of Programmes 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:

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- **Inception report** that includes the proposed methodology, work plan and budget
- A **comprehensive project evaluation report** which should incorporate, the following subsections:
 - Executive Summary of not more than four pages with findings and related recommendations
 - Introduction (page limit of two pages):
 - Project Description
 - Purpose of the Evaluation
 - Evaluation Methodology
 - Limitations of the study
 - Findings highlighting: the key questions set under section three
 - Lessons learnt and Challenges
 - 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 being impacted by 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 will be conducted in August and early September 2023 for a total of thirty (30) working days.

BUDGET

AWDF will cover all expenses related to this exercise. The total consultancy fee budget for the exercise is \$24,000. AWDF will cover travel costs and arrangements for visits to each of the four projects countries (Uganda, Ghana, Tanzania and Zimbabwe). AWDF will consider any other unforeseen expenses directly related to delivery of this contract, in advance and by agreement with the successful candidates.

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How to Apply

To apply, please send the following to consultants@awdf.org no later than 12PM GMT on 14th July 2023

1. A concept note demonstrating your understanding of the TOR and your proposed approach
2. The CVs of all team members
3. Your technical and financial/budget proposals
4. One example of a relevant evaluation report that the consultant/s has undertaken recently
5. A Cover email - Email subject header: Application: XXXXX Consultancy which sets out what excites you about this piece of work and why you're applying.