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.

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 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 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 grantmaking to/from Africa,
  - changes in movement building
- In the capacity of AWDF as an organisation? This should include but not limited to:
  - changes in strategy, in programming and delivery of services to partners, grantmaking 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 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 analyze 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
o Evaluation Methodology
o 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