

TOR for Mid-Term Review for ActionAid International Uganda (2018 – 2022)

A. Background:

ActionAid International Uganda is in the third year of implementing the 5th Country Strategic Paper Strengthening Actions for Social Justice 2018-2022. The organisation covers over 45 districts based on the nine Local Rights Programmes (LRPs) through the memorandum signed with the District Local Governments and partner organisations. We currently have 110 staff 51 % are based at the headquarters. The funding mix is now at 63% partnership and 37% regular income. The organisation is being impacted by the drastically reducing flexible income to fund core costs and staff at the centre as well as programmes spread across the country. Other external context affecting the organisation include increased state scrutiny with serious implications for civic and political space for citizen engagement, rule of law and democracy. There continues to be a serious governance deficit characterised by regime longevity, high level of corruption, poor quality service delivery and many cases of human rights abuses in the hands of government security agents. The country is also seriously impacted by several natural shocks that include COVID-19 pandemic, floods, and the desert locust invasion.

There are on-going critical federation-wide discussions on several issues including the country models review aimed at making each country programme, associate or affiliate more sustainable, effective and adaptable to both the external and internal changes. There are also global systems and policy changes that AAIU needs to align to.

It is therefore imperative that the mid-term review must take into consideration a wide scope of issues to enable the organisation to remain relevant and robust. The review will have to focus on the performance progress of the four programme priorities: (i). Women and girls' access to social justice; (ii). Community resilience to climate change; (iii). People's action for democratic governance; and (iv). Leadership and economic opportunities for young people implemented across nine¹ LRPs. The review will also track performance on the five organizational shifts areas: (i). Our people, culture, and structure, (ii). Communication for social justice, (iii). Knowledge management and impact assessment, (iv). Strengthening internal governance and oversight, and (v). Fundraising.

B. Purpose and objective of the mid-review

The **purpose** of the mid-term review is to assess and take stock of the changes in the context and within the organisation to inform revision of programmatic and institutional commitments made in the 5th strategy.

The specific objectives: The specific objectives are to:

1. Make informed decision on the number and mix of the programme priorities for delivering on strategy commitments based on revised geographical footprint in the country to provide us with a rootedness and relevance.
2. Review and decide on the mission delivery approach and partnership development to the programme commitments in (1) above.
3. Develop a long-term financial sustainability for AAIU and donor compliance strategies for attracting and retaining funding partners that meet our institutional needs
4. To strengthen AAIU's identity, profile and adaptability to internal and external shocks.

¹ Amuru, Kapchorwa, Kumi, Nebbi, Pader, Katakwi, Pallisa, Mubende, and Busiki

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5. Review Human Resources and Organizational Development and alignment with the Country Model results.
6. Document actions for institutionalisation of the transformative feminist leadership.
7. Recommend changes in the composition of the structure and practices in the internal governance to support the changes in the strategy commitments.

C. Scope of the review and key questions to be answered

The midterm review process will undertake a detailed review of the eight major areas below considering the key questions therein.

1. Programme priorities:

- a. Given the changes in the context in the country, which are the two most critical priorities for delivering the change we want in the strategy? What will be the change in the programme outcomes?
- b. How will the focus on two focus areas affect the delivery of the other two programme priorities? Which outcomes will most likely not be achieved as earlier planned? Who and how many of the target groups will most likely be affected by the re-focus on the programme priorities?

2. Geographical footprint in the country:

- a. Which Local Rights Programmes (LRPs) should be maintained to provide AAU's rootedness – organised and consistent engagements for on-going relationship for learning and actions? What is the number of LRPs that we should have by the end of the country strategy?
- b. Which LRPs do we need to phase out in the next three years? What will be the implications of the phase out in terms of delivery of the strategic programme commitments?

3. The programme delivery approaches and partnership development

- a. What will be the change in the programme delivery approach to match the changing context? What position will, working with and delivering through partners occupy?
- b. What will be the changing role of staff in the direct programme delivery, and the relationship with the direct rights holders?
- c. What do we have to do differently in our partnership selection, support, relationship, and development?

4. Financial sustainability and donor compliance

- a. What must AAU invest in locally that will support the long-term financial sustainability of the organisation?
- b. What critical changes in the fundraising strategy are required to increase flexible income to support long-term sustainability of the organisation to fulfil its mission?
- c. What are the most appropriate cost cutting measures that AAU should adopt to ensure long-term financial sustainability?
- d. What specific policies and practices need to change to enhance the impact of new considerations for financial sustainability and donor compliance?

5. AAU's identity and profile and adaptability

- a. What is the main niche of the organisation that we need to focus on most that best describes who we are that will support the realignment of the programme focus and priorities?

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- b. What currently describes the organisation but are either redundant or unnecessarily costly that need to be dropped to improve brand identity and institutional efficiency
 - c. What institutional changes are required to make the organisation agile, adaptable, and learning all the time to meet its strategic commitments?
- 6. Human Resources and Organizational Development including Country Models Alignment**
- a. What changes are required to align to the CMR that the country ought to be based on the results
 - b. What are the key instructional change areas that must constitute the change management plans for effective alignment with the CMR results?
- 7. Transformative Feminist leadership**
- a. What needs to change in the policies and practice to make transformative feminist leadership an indispensable institutional practice?
 - b. What are the structural transformations required at all levels?
- 8. Internal governance:**
- a. What changes in the governance composition and structure need to happen to reflect the change in the context, strategic re-focus and commitments?
 - b. What transformation in the internal institutional practices are required to support the delivery of changes proposed in the organisation?
 - c. What are the different forms of support that the internal governance structure requires?

D. Review Methods and approaches:

The review will use both qualitative and quantitative methodologies and get information from both primary and secondary sources. The review will use different sources and stakeholders to obtain information. Efforts will be made to directly engage with the key actors that include the persons living in poverty and injustices, different categories of partner organisations, social movements, relevant government officials, funding agencies and CSO leaders. The reviews will adhere to the principle of inclusion, transparency, participatory people-centred processes with women and young people at the core and should be empowered by our processes and products. The specific methodologies will be limited to what is practical within the COVID-19 SOPs in the country. These are:

Literature Review: The review of various documents listed in the reference section and records to obtain information relevant for the review.

Key Informative Interviews (KII): Key informative interviews will be held with key stakeholders especially people living in extreme poverty, marginalized and excluded groups, women, young people, children and other relevant key stakeholders.

Focus Group Discussions (FGD): As part of data collection, FGDs will be held with local leaders, people living in extreme poverty, excluded and marginalized groups, both male and female, young people, and children. Each FGD will not exceed 8 participants.

Case story collection: Representative but in-depth write up from respondents on the different areas of the country strategy paper.

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Participatory review and reflection Processes: PRRPs will focus particularly on whether our chosen strategies (assumptions about change) are working, and whether we need either to do them more effectively or change them based on feedback. Both online and physical spaces will be used where necessary.

Quantitative review methods: This will comprise systematic collection of quantifiable or numerical data by performing computational, mathematical, or statistical techniques necessary to produce the specified outcomes.

Peer review: Internal AAI team from selected countries with review experiences will do a peer review of the process and outcomes.

Standard Operating Procedures (SOPs) for COVID-19: The design, administration and implementation of the midterm review will fully comply with the SOPs in place by government and ActionAid International Uganda. The review team will use a mix of small physical meetings and online engagements to reach out to their targets. The Zoom links and other online conferencing facilities will be used to support the process. The midterm review team will make an effective use of face masks, handwashing and keeping social distance amongst others. All physical meetings in the districts will be made with the special support from the COVID-19 District Task Forces.

E. Expected Deliverables:

The output of the midterm review process is a report with clear recommendations covering all the specific objectives with succinct responses to the key review questions. The lead consultant will work with the internal reference review team to produce a draft that will be presented to the management and Board before producing the final draft report. The review report will share specific findings on, learnings, and recommendations on: (i). Whether the implementation of the strategy is on track or not; (ii). The changes in the context and therefore the level of relevance of the programme strategic priorities; (iii). Progress made on each strategic objective; (iv). The contribution made by and continued relevance of each LRP; (v). Effectiveness of each coverage and implementation methodologies; (vi). Staffing and organisational shifts that respond to the changes in the context including funding for institutional financial sustainability aligned to the scope of the review. We also need a statement as to whether our theory of change is still relevant given the changes in context.

Outline of the report: The review report will be a maximum of 30 pages comprising seven parts namely (i) Executive Summary (ii) The methodology and approaches used (iii). Key findings (iv) Actions recommended (v). Critical factors of success (vi) Conclusion (vi). Appendices. The content will fully address the questions drawn from the eight major areas under the scope of the review.

F. The Review reference Team:

To provide a strong convergence of external independent review and internal learning required for ownership of the outcomes, the CSP mid-term review will be led by an external evaluation consultant. An Internal Review Reference Team of the national and international staff to provide professional backstopping to the process. While the external consultant will be hired, the Country Reference Team will comprise of:

- i. Manager Impact Assessment and Shared Learning
- ii. Programme Manager – Women’s Access to Social Justice

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- iii. Programme Manager – Community Resilience to Climate Change
- iv. Programme Manager – People’s Action for Democratic Governance
- v. Programme Manager – Economic Opportunities and Leadership for Young People
- vi. LRP Cluster Coordinator
- vii. Sponsorship Coordinator
- viii. Administrative Coordinator
- ix. Human Resources Officer
- x. Finance Manager
- xi. Executive Assistant.
- xii. Director Programmes and Policy.

The Country Reference Team will ensure that they review the inspection, draft and final MTR reports from the consultant for accuracy, completeness and relevance; provide technical input to the MTR process in line with the ToR, ensure full response to questions and comments from different stakeholders including the peer reviewers and the Board.

The Country Reference Team and the consultant will be supported by AAI International (i). Program Quality and Learning Advisor; and (ii). International HROD Advisor who will particularly bring on board the experiences of other countries; provide the anchorage to CIF2, LTFFS and alignment to the Global Strategy; and a focus on Quality Programming and Learning.

The Reference Team and the Consultant will report to the Country Director. However, for the day to management, the Consultant will be overseen by the Director Programmes and Policy.

G. Qualification and Experience of the Consultants:

The team will constitute of consultants with complementing knowledge, skills and capabilities as indicated below:

Qualifications: Master’s in development studies, Economics, Gender and women rights, Social sciences, human rights, Law, Public Administration, Business Management or Public Policy. Post graduate training in Monitoring, Evaluation, Feminist Economics, learning and knowledge management will be added advantage.

Experience

Must possess minimum of 5 years’ experience in undertaking the scale and scope of similar review/evaluation processes in development NGOs/international entities. Other experiences required include but not limited to:

1. Women rights and feminist programming with capacity to design, review and evaluate such programmes.
2. Experience working with movements or being part of networks, human rights defenders, civil society organizations and other self-mobilized groups
3. Should have extensive knowledge of country-level and international development.
4. Undertaking policy analysis, advocacy, and campaigning work at across levels (Local, National and international)
5. Understanding of Human Rights and Human Rights Based Approaches
6. Understanding and or undertaking power analysis
7. Applying participatory methodologies to reviews or any other related processes
8. Experience in Organizational Learning and Development reviews

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Support mechanisms from GS: The Program Quality and Learning Team and Country Support will review the TOR and put together a support team to provide professional back up to the midterm review processes as well as peer review of the outcomes. The groups to be selected from may include but not limited to the following: GS Program Managers, Program Quality and Learning Advisors, members of the EAGLES Network, Heads of Country Programmes, Human Resource staff or Country Directors.

Annex 1: Core documents for reference (AAI and Country Documents)**AA Global Documents**

1. AAI strategy – Action for Global Justice (Strategy 2028)
2. AAI Monitoring Evaluation and Learning strategy
3. The Strategic Implementation Frameworks (SIF) and LTFFS for the period under review.
4. AA Research Signature
5. Programme Quality Standards
6. ALPS-Accountability Learning and Planning Systems, 2011
7. AA Value for Money Approach
8. Human Rights Based Approach (HRBA)
9. Safeguarding Policies
10. Ten Feminist Principles
11. AA CSP Review Guidelines, May 2020
12. CRM Report

AAIU Country Documents

1. AAIU 5th Strategy Paper
2. LRP Strategy Papers
3. AAIU M&E frameworks
4. AAIU Resource Mobilisation Strategy
5. AAIU Partnership Guidelines and Framework
6. Country Partnership Policies
7. Programme/project review reports for ActionAid Uganda
8. Safeguarding Policies
9. AAIU Country SIF

H. Time frame and costs

The evaluation process is expected to take almost 21 working days. All costs will be met by AAIU.

How to Apply.

Qualified firms/ Individuals are requested to submit both Technical and Financial Proposal by Email to Procurement.Uganda@actionaid.org cc. Alex.Ojok@actionaid.org

Hardcopies can be delivered at ActionAid international Uganda
Plot 2514/ 2515 Ggaba Rd
P.O.Box 676 Kampala- Uganda

Deadline: Monday 12th October 2020 by 3:30pm