

TERMS OF REFERENCE

Consultancy: Support for Local Partner MEL Framework Development

1. BACKGROUND

All We Can places a high value on partnership, which we define as “a justly, co-managed relationship between two or more autonomous groups for the common purpose of helping people overcome poverty in some of the world’s poorest communities to become all that they can”. According to our Partnership Framework, we operate “through investing in partnerships because we believe that this is the most effective way to achieve long-term sustainable development”. Integral to this partnership approach is funding and technical support for All We Can’s local partners in the focus countries where we work to engage in a process of organizational development (OD). Our approach to capacity development builds on our approach to partnership. We recognise that “the most effective organisational change processes are those that are developed, owned and led by people within an organisation”.

Since launching our new approach to partnership in 2015, an integral first step in the OD process has involved support for partners to undertake a comprehensive and participatory Organisation Assessment (OA) based on the areas of organisation development captured in Annex A – All We Can’s Capacity Development Framework. We have done this by financially supporting an external OD consultant to work with a partner to carry out this OA, and then engage in a strategic planning process, which involves identifying high level strategic objectives for both the partners programmes and own organisational development. The focus of this process is to allow our partners an opportunity to reflect on their own identity and mission, setting out a clear strategy for their whole organisation (not just the areas All We Can funding will support) and identify *their own* capacity development priorities that we can support. We commit to ensuring this process is not tied to a decision of whether All We Can will fund or not but rather is used to help us make decisions about how we can best invest in our partner’s capacity development over the course of their strategic period. This Strategic Plan (SP) is then a tool the partner can use to guide its work over the strategic period. Every year, partners then develop annual operations plans with support from All We Can which outline the work that the partner will undertake in a given year for both its Programme and own OD.

All We Can’s Approach to Capacity Development during the period from 2015-2020 also involved supporting partners to develop a MEL Framework (consisting of theory of change (ToC) and measurement plan) in the 1-6 months following the finalisation of their SP with the OD consultant. However a recent evaluation of our partnership approach in 2019/revealed the following findings:

- The strategic planning process has not always facilitated partner identification of intermediate outcomes and the necessary pathways of change to achieve high level strategic objectives, nor risks and assumptions to monitor.
- Because the strategic plans tend to lack intermediate results that tie to their strategic pillars

and objectives, Evaluators found that partners projects were often activity-based, rather than strategic.

- All We Can's monitoring and quality assurance mechanisms have tracked partners' progress on their annual operational plans year on year, but due to limited articulation of the pathways to change, and assumptions in the logic of 'how this change will happen', these have not sparked adequate reflection by the partner on the continued relevance of their strategic plans.

Based on these findings, Evaluators outlined the following lesson and recommendation:

Lesson: Partners' difficulties in achieving MEL outputs stems from poorly defined results chains in their strategic plans. The strategic plans tend to set high-level strategic pillars or objectives, but then drop down to activities, with little exploration of alternative pathways to achieve strategic objectives. Strategic plans also neglect to identify the assumptions inherent in their strategy logic, and the risks that could undermine it.

Recommendation: Revise the strategic planning template to include pathways to results, as well as risks and assumptions. Articulating a clear set of logically linked results to achieve strategy objectives, using a results framework or theory of change model, should make it much easier to produce the supporting monitoring frameworks. These should also track assumptions and risks, to regularly test the continued soundness of the strategy design.

1.1) Rationale

Based on this recommendation, All We Can is in the process of reviewing and reworking its approach to capacity development – specifically the Strategic Planning process, templates and consultant guidelines to ensure that articulation of the theory of change/pathways of change – and underlying assumptions - is integrated into the strategic planning process.

However, for some partners who completed their Strategic Planning process prior to 2021, their SPs have been developed based on All We Can's 2015-2020 process – and not the revised process based on the recommendations of our Partnership Evaluation.

For this reason, All We Can seeks the support of an MEL Specialist either based in Uganda, or able to travel to Uganda during the on-going travel restrictions, to support one of our Uganda partners (FABIO) articulate a theory of change or pathways of change - including identifying assumptions and risks in their ToC logic - that are needed to achieving the high level strategic objectives they have identified in their Strategic Plans developed in 2018. Partners have also already done work starting to think through linking their SPs and annual work plans using All We Can's revised 'Annual Operations Plan' template for 2020/21, so consultants should also build on this work already done by the partner as well. Once these pathways of change have been mapped and developed into a theory of change, also facilitate the partner to develop a measurement plan, which outlines: a) indicators to help monitor both the results and assumptions in the ToC, as well as b) a plan for how data for these indicators will be collected

2. OBJECTIVES OF THE SERVICE / WORK

The Objectives of this assignment are to support partners to develop their MEL Framework, including:

1. Using a theory of change approach, facilitate the partner to articulate pathways to change to achieving both their high level strategic programme and OD objectives as laid out in their current SP, as well as assumptions and related risk in the logic of their ToC.
2. Support the partner identify suitable indicators to monitor both results and assumptions in the ToC, and operationalize data collection for these indicators by outlining a plan for how data will be collected for these indicators over the course of the strategic period, embedding this into existing organisational activities and processes wherever possible.
3. Share any lessons learnt with All We Can about the process itself, that might be useful for All We Can to consider as we revise the our Capacity Development Approach, and SP process for our own 2020-2025 Strategy.

3. SCOPE OF WORK

The Consultant is expected to deliver the following:

- Study the relevant partner documents (including, but not limited to the partners Evaluation Reports, recent draft Strategic Plans, OA reports, OD Plans and annexures, existing MEL frameworks, measurement plans, data collection tools etc.)
- Facilitate a 1.5-day workshop using a theory of change approach, during which partner staff discuss and map out pathways to change – and any related assumptions in their strategy logic – to achieving the high level strategic objectives identified in the SP. *Note: usually a ToC process involves a) defining long-term goals/objectives and then b) maps backward to identify necessary preconditions (outcomes and outputs) to achieving these long term goals/objectives. In this case step “a” has already been done by the partners through their SP process. The consultant will need to facilitate step “b” during this workshop.*
- Immediately following this, facilitate a 2-day workshop, to help the partner identify suitable, quality indicators that can be used to monitor change on the various levels of the ToC (impact, objectives, outcomes and outputs) as well as any assumptions identified in the ToC logic. Any concepts in the indicators (for example “increased incomes”) must be clearly defined, and indicators should also be disaggregated by sex, persons with disabilities and other relevant factors. Emphasis should also be placed on quality over quantity, and encouraging the identification of relevant, simple and straightforward indicators – the results of which will be useful for the partners to evidence the impact of their work and/or for their own organisational learning. Please note: this is dependent on partners capacity. Should partners only be able to do this for 1.5 days, focus will lie on identifying indicators and any relevant definitions of concepts for these indicators.
- Based on the relevant indicators support the partner develop a plan for data collection to ensure the partner has a clear outline of how they will collect data to help monitor the ToC results and assumptions for the remainder of their strategic period. This must include:
 - Baseline data (where already available, and where not available a clear outline of what data needs to be gathered as part of a retrospective baseline study)
 - Targets for the indicator for each remaining year of the strategic period
 - Description of the data collection method (as much as possible, these should be embedded or piggybacked into existing activities to minimize the time and resources

- needed for data collection)
- Identification of any tools and templates that the partner will use to gather the data, encouraging partners to identify digital data collection tools and templates wherever possible.
- When the data will be collected
- What means of verification will be used to evidence the results for the indicator
- And which person(s) in the partner staff are responsible for data collection

The scope of work builds on the work already done by the partner in the strategic planning process, as well as in their annual operational planning for 2020/21. The Consultant will have to outline how the MEL Framework development process will take this into account, building on to the work already done during the SP Process.

3.1) Deliverables by Consultant:

- **1 x Inception Report** following the review of each partner's Strategic Plans, that outlines the methodology the Consultant will use for the MEL Framework Workshops and the subsequent participatory development of the deliverables, that builds on the work already done in developing the Strategic Plan. This should include a detailed work plan.
- **Facilitate a 3.5-day (4 max) 'MEL Framework' workshop** with the partner staff
- **1 x brief 3-4 page workshop report** for the MEL Framework workshop to be submitted a maximum of 7 days following the workshop completion, including:
 - attendance registers and photographs from the workshop
 - Consent forms from all staff photographed (using All We Can's consent form template)
 - workshop feedback forms (to be provided by All We Can) completed by partner staff participating in the workshops
- **1 x MEL Framework** using the template in annex B that includes:
 - ToC diagram or map, with results on outcome and output level (as well as broadstroke activities the partner will do to achieve the outputs) contributing to the longer term, strategic objectives. The ToC includes:
 - Impact result (as articulated in the partners SP);
 - Strategic Goals/Pillars, and underlying long term 5-year Strategic Objectives (as articulated in the partner's SP)
 - Intermediate outcome level results (s)
 - Output-level results
 - Activities
 - Assumptions made in the ToC logic

Based on the OD strategic objective/pillar in the partners SP, the consultant should facilitate the partner to develop an outcome description for each of the 9 capacity areas in the Capacity Development Framework.

Each programme strategic objective/pillar should have at least one descriptive outcome underpinning it.
 - Measurement Plan
- **1 x Final Assignment Report** that includes lessons learnt on the process itself.

3.2) Inputs to be provided to Consultants by the Partners and All We Can:

Partners:

- SP
- 2020/21 Annual Operations Plan
- Evaluation Report
- OA report
- OD Plan
- Project documents
- Existing MEL framework, data collection etc.

All We Can:

- MEL Framework template (annex B), consisting of
 - Tab 1: ToC template
 - Tab 2: Measurement Plan template
- Capacity development framework
- Consent forms
- Feedback form

4. SCOPE OF WORK

Consultants are asked to develop a proposal outlining how they will deliver the workshops and also deliver the other deliverables in this ToR. In line with All We Can's Partnership approach and approach to capacity development, it is essential that the deliverables of the assignment are ones that are fully owned and bought into by partner to ensure that each MEL Framework is internalized and embedded in the Partners work moving forward, and Consultants should clearly showcase how they will create this sense of ownership through the process of the assignment.

5. CONDITIONS AND DETAILED OF THE ASSIGNMENT

5.1) Duration and Budget

The assignment is intended to be carried out in **September 2021**, over the timeframe of one month, and completed by 31 August 2021 at the latest. It is not anticipated that Consultants will need to work on the assignment full time during this period. It is anticipated about 8-10 days would be required for the assignment in total but this can be negotiated within the parameters of the assignment.

The available budget for this assignment is **£1400-£1800.00 in total** (inclusive of consultant fees, insurance and travel costs)

5.2) Location

The workshops will be facilitated in person at the partner offices in Jinja, if travel restrictions are not in place.

5.3) Fee Disbursement Schedule

As full consideration for the services performed by the Consultant under the terms of Contract of Services, shall pay the Consultant the total offered, verified, and accepted amount upon certification by the Partners and All We Can that the services have been satisfactorily performed and deliverables have been approved.

- Total offered amount is expected to cover travel costs, communication costs, costs of typing and preparing the soft and hard copies of required documents and any other relevant costs

Installment of Fee payment	Deliverables or Documents to be Delivered	Timeline	Percentage of Fee paid by All We Can
1 st Installment	<ul style="list-style-type: none"> • Inception Report, including detailed work plan, submitted and approved 	By 2 weeks after the contract is signed	35%
2 nd Installment	<ul style="list-style-type: none"> • 3.5-day (4 max) MEL Workshop completed and; • Workshop Report, with photographs and consent forms, submitted and approved 	By 2 weeks after the 1st installment and upon submission and approval of the workshop report	35%
3 rd Installment	<ul style="list-style-type: none"> • Finalised MEL Framework for the partner. <i>“Finalised” means that the draft versions have been circulated to both partners and All We Can, with comments incorporated; and final versions have been signed off by the Partners and All We Can.</i> • Final Assignment Report 	By 2 weeks after the 2 nd installment and upon submission and approval of the finalized MEL Frameworks (1), and Final Assignment Report (1)	30%

regarding this activity

- All envisaged travel costs (including, ticket, accommodation, transportation, etc.) must be included in the Consultants financial proposal.
- Each payment will be made in the Consultants preferred currency within a maximum of two weeks of All We Can receiving an invoice from the Consultant. All We Can’s final approval of the relevant deliverable, is a pre-requisite for verification and releasing each payment.
- Each payment will be transferred through Electronic Fund Transfer to the account number of the Consultant as provided by them in the Contract of Services, indicating full banking information.
- The Contractor shall not do any work, provide any equipment, materials and supplies or perform any other services which may result in any cost in excess of the above mentioned amounts.

5.4) Consultant Qualification and Competencies

Consultants will be responsible for facilitating a participatory MEL Framework development process, using a theory of change approach. Based on this the following qualifications and competencies are required:

Required

- 5-7 years’ experience working in poverty alleviation, livelihoods, and/or sustainable development programmes.
- Experience using theory of change process, preferably in a consultancy role and designing MEL Frameworks or systems.

- Experience using participatory approaches and facilitating ownership of MEL Framework or system development.
- Ability to take make complex, technical MEL theory and processes accessible for non-MEL staff
- Experience in facilitating organizational development processes
- Commitment to uphold best practices around safeguarding and privacy, and willingness to adhere to All We Can safeguarding and other relevant code of conduct behaviour policies.

Preferred

- Strong understanding of international development, specifically the thematic areas the partner work/strategic objectives fall within.
- Highly developed self-management, and communication skills;

5.5) Guiding Principles and Values

Consultants are required to adhere to All We Can Code of conduct, Child Safeguarding practices and confidentiality when engaging partner and (if applicable) community beneficiaries. Consultants, when photographing partner staff and/or beneficiaries (if applicable) will obtain consent from individuals and provide these written consent forms to All We Can. Inclusion is a core value for All We Can and Consultants will therefore need to ensure that all partner staff are included in discussions, and are able to have their voices heard.

5.6) Selection Process

All We Can will use its internal guidance, checklists and an interview process to select the successful consultant team. The guidelines require the consultant to submit, a proposal explaining, their comprehension of the ToR, and how they would approach this assignment, with a summary of their proposed methodology, especially in terms of how they plan to meet the objectives, including a the proposed timeframe (bearing in mind All We Can timelines above). This proposal should include the CV of the Consultant, including relevant experience, a detailed budget and time availability.

6. APPLICATION PROCESS

Interested consultants are requested to submit a proposal, no longer than 8 pages, covering both technical and financial areas, and should include the following:

- A technical proposal explaining, their comprehension of the, ToR, and how they would approach this assignment, summarising, the proposed methodology for the workshops and participatory approaches they plan to use to ensure partner ownership of the deliverables, including a timeline. This should also include an overview of the possible risks to delivering the assignment and efforts to mitigate these risks, specifically any challenges that might arise from COVID19 and potential travel restrictions that might not permit face to face engagement with the partners.
- Detailed work plan or schedule for the assignment with breakdown of activities and timeline indicating their availability in terms of the outlined timelines in this ToR.
- Financial quotation or proposed budget in GBP (inclusive of VAT) which should outline expected fees, costs of return flights (if required), in-country transport, visas (if applicable), meals accommodation (where required) and life insurance. In their proposal, candidates should consider that the budget, would, cover approximately 8-10 days with a maximum budget of £1400-£1800 all inclusive, available for this assignment.
- A brief, single paragraph bio that can be shared with All We Can partners about the

consultants' background and experience, should the application be successful.

In addition, please provide the following with your quotation:

- Copies of all relevant Curriculum Vitae (CVs)
- Contact details of two professional references (including one from a previous client)

Quotations/proposals must be submitted by close of business **4 August 2021** to v.fletcher@allwecan.org.uk and d.kalete@allwecan.org.uk. For additional clarification and queries about the terms of reference, please email Veronica Fletcher at v.fletcher@allwecan.org.uk

Proprietary Right

All data, report(s), findings and other information arising from or generated because of this evaluation are and shall remain the sole property of All We Can. No use shall be made of this information in any way whatsoever nor shall any report or portion of any reports, or any data, findings or other information be reproduced except with the prior written permission of All We Can.

Data Protection

All We Can will use personal data provided (e.g. contact details, information about experience, qualifications and competencies) for the purposes of processing the application. This is a necessary step as part of the process of entering into a contract to carry out this evaluation. The full application will be shared with All We Can staff, and the 'bio' paragraph submitted by interested consultants, will be shared with All We Can's partners once Consultant selection process is complete. All We Can will retain applications as necessary to comply with audit requirements and to the extent required by law, however these will be stored on a secure server.