

Affiliated Network for Social Accountability in Africa (ANSA-Africa)

Terms of Reference and Scope of Services for Independent Evaluation of Program, 2007-2010

I. Introduction and Background

1. Origin, evolution and objectives of the program

ANSA Africa was launched in 2007 at its first stakeholder conference. Since then, the network has grown quickly, and today comprises over 2,300 members from 39 countries across the continent.

ANSA-Africa's vision is sustained citizen engagement and partnerships for accountable institutions. Its overall goal is to improve governance and increase government's responsiveness to citizen demands -- leading to better social and economic outcomes for citizens in Sub-Saharan Africa. ANSA-Africa supports the engagement of citizens and civil society across the African continent in building more effective states through social accountability approaches.

The purpose of the ANSA-Africa project is to promote the recognition and active use of social accountability initiatives, methods and tools as a means of building enduring social and economic contracts between citizens and governments.

The types of activities undertaken by ANSA to meet the aforementioned objectives include the following:

- 1) Development and dissemination of learning and knowledge products to improve the understanding and practice of social accountability in Africa;
- 2) Fostering connections, information exchange and sharing of experience among stakeholders through learning events and conferences to develop greater knowledge of social accountability and strengthen the ANSA-Africa network;
- 3) Strengthening the practice of social accountability in Africa through technical assistance and leveraged financial support; and
- 4) Supporting capacity development for social accountability.

The project focuses on vertical accountability, which is the direct engagement that citizens have with governments and other duty-bearers using political voice through participation in democratic political processes.

The thematic areas of intervention for ANSA Africa are the following:

- Access to information;
- Good governance and extractive industries;
- Climate change;
- Electricity governance; and
- Procurement.



Additional information on ANSA Africa, its activities, its governance structure, program management, and the resources it offers to network members can be found on the network's website: <http://www.ansa-africa.net/>

2. Funding sources, major partners, scope and reach.

ANSA-Africa is a project funded by the World Bank's Development Grant Facility (DGF), with the World Bank Institute (WBI) acting as the primary support unit within the World Bank Group. ANSA Africa was launched in 2007 with the Secretariat being hosted at the Human Sciences Research Council (HSRC). It received an initial grant of \$500,000 in 2007 and a second grant of \$500,000 in 2008.

In December 2008, the Secretariat of ANSA Africa was moved to IDASA, and a third grant of \$1.5 million was awarded by DGF for 2009. Given the administrative and programmatic challenges involved in changing the host institution of the Secretariat, ANSA Africa was granted a 1-year extension for these funds through the end of calendar year 2010.

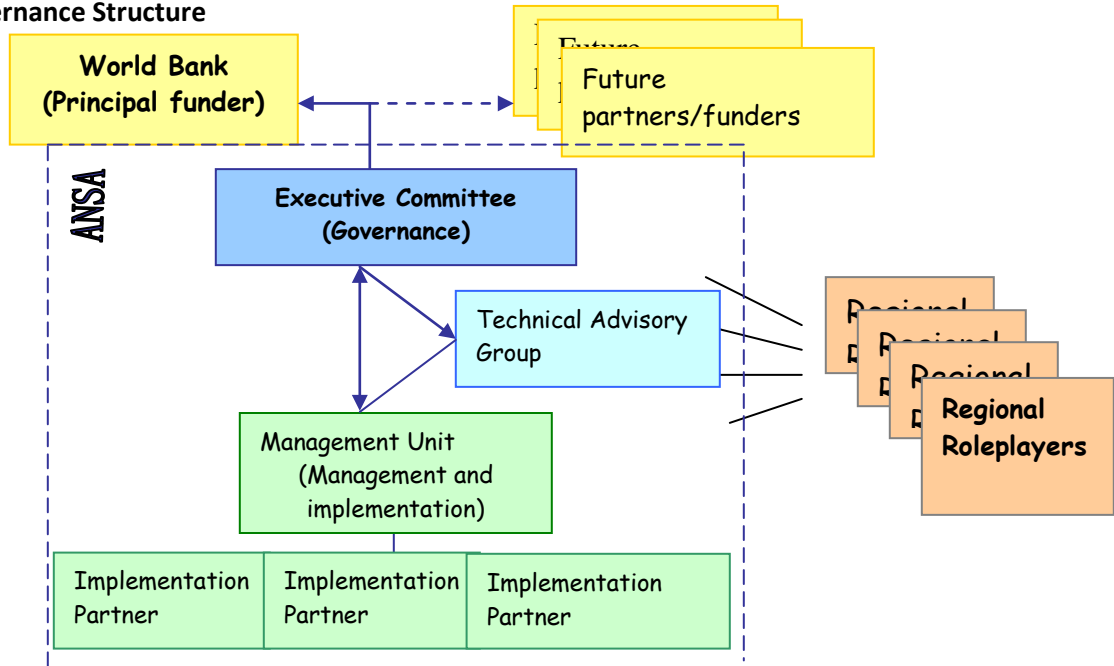
The specific nature of activities undertaken by ANSA Africa under each of these three annual grant agreements (themes, geographic regions, types of interventions, etc.) is determined prior to the signing of the grant agreement each year.

II. Program governance

A recipient institution (currently IDASA) receives funding on behalf of the ANSA-Africa, in its capacity as host and agent for the ANSA-Africa.

The governance structure for ANSA-Africa consists of three legal entities: the Management Unit (hosted by IDASA); an Executive Committee (EC); and a Technical Advisory Group (TAG). A diagram of the governance structure and the composition, functions and responsibilities of these entities is as follows below:

1. Governance Structure



The Management Unit exists in IDASA as a distinct unit, marked as such on Idasa’s organigram. The Management Unit has management and fiduciary responsibility for the day-to-day planning, implementation, monitoring and evaluation of program activities of the ANSA-Africa. It is responsible for the smooth and effective functioning of ANSA-Africa.

The Executive Committee is Africa-led and consists of between 5-7 members—ideally with representation from Francophone, Lusophone and Anglophone Africa and two from the World Bank. As other funders become involved, their participation in the Executive Committee will be negotiated and decided by the Executive Committee. The Management Unit is tasked with ensuring that the Executive Committee is regionally representative. All non-Bank members of the Executive Committee serve in their personal capacity and do not represent their organizations. In addition, membership is honorary and such individuals will therefore not be reimbursed for their time spent on Executive Committee activities. The Program Manager(s) of the Management Unit is an ex officio member of the Executive Committee. The Executive Committee may also have observers, as determined by the members of the Executive Committee. The Executive Committee reviews and provides comments on the six-month progress reports and Annual Report to ensure quality control and adequate disbursement of resources. The Executive Committee may request technical advice from the Technical Advisory Group as necessary when reviewing these documents.

The Technical Advisory Group consists of 10-12 members drawn from entities working on social accountability/demand-side governance issues, and supplies the technical direction for ANSA Africa activities on an as-needed basis. A group of African specialists forms the core membership, which will be supplemented by intervention-specific specialists depending on the nature of the projects

undertaken at any given time. As with the Executive Committee, members of this group are regionally representative, serve in their personal capacities, and are not reimbursed for time spent on ANSA-related work. Together, the members bring expertise to ANSA-Africa on the following thematic areas: local and municipal governance and service delivery; communications, advocacy, fundraising and networking; statistical analysis, sampling and survey methodologies; decentralization; legal and judicial issues; gender, and other issues. The Technical Advisory Group communicates mainly via email, teleconferencing and videoconferencing. The chairperson of the Technical Advisory Group is the group's formal link with the Executive Committee and attends all Executive Committee meetings as an observer.

2. Program management

The program management unit of ANSA Africa is housed in IDASA's Economic Governance Program (EGP). The day-to-day activities are managed by two co-project managers, who report to the Program Director. Additional staff members include a strategic networking specialist and a project administrator. The project also makes use of interns, who are junior members of the team, as and when needed, providing flexibility to management arrangements.

III. Evaluation Specifications

This will be the first formal independent evaluation of the ANSA Africa project.

1. Purpose, Scope and Evaluation Objectives

The focus of the evaluation will be at the program/partnership level, including governance, and the activity level. In-country activities will not be the primary focus of the evaluation. It is hoped that the evaluation will provide a clear view of the project's achievements and failures and the reasons behind these.

The objectives of the evaluation are to:

- Measure performance against the five evaluation criteria described below;
- Verify whether the funds were used effectively and efficiently;
- Record lessons;
- Inform future design and strategies for the project.

2. Evaluation Time Period and Coverage

The evaluation will cover the entire grant period and will include the 1-year extension of the grant, beginning in 2007 through the end of 2010. The evaluation will take into consideration all of the activities of ANSA Africa, including ongoing/in-progress activities.

3. Salient Features of the Evaluation Process and Selection of the Evaluator/EvaluationTeam

This evaluation is being commissioned by ANSA Africa as a requirement of DGF funding. The TOR has been prepared in partnership with the World Bank Institute, closely following the guidance

template prepared by IEG for Program-Level Evaluations of Global and Regional Partnership Programs (GRPPs).

The evaluator/evaluation team will be selected by IDASA, with the candidates being assessed against the following skills and competencies:

- Strong track record in conducting high-quality evaluation work, especially of advocacy work;
- Excellent knowledge of M&E methodologies;
- Experience of working with/evaluating NGO work;
- Familiarity with governance issues;
- Experience of working in or assessing networks;
- Ability to write concise and accessible analytical reports;
- Excellent interpersonal skills in English;
- Clear, realistic and robust proposed evaluation methodology for this project;
- Value for money of the proposal.

Idasa will invite bids from organisations or individuals with the appropriate skills and experience. Joint bids are welcome. Tenders should include:

- Cover letter explaining how the candidate(s') skills and experience meet our requirements, providing examples;
- 2-page outline of the proposed evaluation process, including methodology and management arrangements;
- 1-page budget
- CVs for each evaluator
- One example of a previous evaluation

Tenders should be submitted to Idasa by 10 September 2010. Shortlisted candidates will be contacted in the first week of September and interviews will take place on the second week of September.

The evaluator/evaluation team will report to the co-project managers of Idasa regarding logistical and administrative issues, and findings will be reported to Idasa, the ANSA Africa management unit (including the Executive Committee and the TAG), the World Bank Institute, and the DGF.

4. Salient Features of the Program's Monitoring Framework

The ANSA Africa logframe is included as an annex, and an evaluation of the monitoring framework should be incorporated into the overall evaluation.

5. Evaluation Criteria and Questions

It is envisaged that the evaluation will cover the following five areas: relevance, efficacy, efficiency, governance and management, and sustainability. The criteria will, however, be refined jointly with the successful consultant(s).

Criteria #1: Relevance (the project's significance in relation to good governance and increased accountability)

The following questions will be addressed:

- Did ANSA arise out of an international conference and in response to a broad consensus-driven demand?
- What was the scope for local partners (and sub-regional partners) to drive the project agenda?
- Was the regional level the most appropriate level for activities to be carried out in terms of efficiency and responsiveness?
- To what extent did ANSA-Africa fill an existing gap with regard to knowledge sharing and capacity building? What was ANSA's value added?
- How relevant were the knowledge sharing and capacity building activities for achieving the project objectives? How relevant were the network-building activities?
- How relevant were the chosen areas of intervention in bringing forward the governance and accountability agenda?
- Did ANSA tackle relevant governance challenges in the examined sectors/areas of intervention?
- Did ANSA articulate an expected results chain or logical framework?

Criteria #2: Efficacy (the extent to which the project objectives and intended outcomes were achieved in relation to targets set in the logical framework)

In terms of the overall purpose of the project, the evaluation will assess whether ANSA members had, at the end of the project, a stronger voice in demanding improved governance and whether they had increased their level of monitoring and oversight work.

The following program activities, among others, will be assessed through the lens of efficacy:

- Improved capacity of citizens and governments to engage in emerging social accountability frameworks. The evaluation will assess whether there was an improvement in ANSA members' capacity for advancing social accountability. In this area, the contribution of the following activities towards this outcome will be considered:

- Capacity building video-conference seminars on various social accountability themes;
- Training course on macro-economic policy literacy;
- Introductory training course on social accountability for civil society organizations;

Independent knowledge generation and dissemination of lessons through existing and new ANSA networks will also be assessed. The evaluation will assess whether there was an improvement in ANSA members' levels of knowledge for advancing social accountability. In this area, the contribution of the following materials in achieving this outcome will be assessed:

- Research materials: book on social accountability initiatives in various African countries; Access to information research; case studies and guidelines on demand-side initiatives in extractive industries; book on climate change; procurement report;
- Communication tools: the ANSA-Africa web portal and ANSA newsletters;

Another goal of the ANSA Africa project is to create purposeful partnerships that transcend national borders and are aimed at supporting cross-national social accountability campaigns. In this area, the following will be assessed:

- The sub-regional and in-country partnerships, and in particular, the partnership with Innovations Environnement et Developpement en Afrique (IED Afrique), the project's partner in Francophone West Africa and with the Ethiopian Economics Association, the East Africa partner, as well as the partnership with the Municipal Development Partnership for Eastern and Southern Africa;
- The number of ANSA members, the strength of the ANSA network and the sub-regional coalitions.

An additional aim of ANSA Africa programs is to foster functional sectoral multi-stakeholder forums that promote consensus on key national social and economic issues. In this area, the contribution of the following activities in achieving this outcome will be considered:

- In-country dialogues between civil society, governments and non-state actors;
- Regional conferences on various themes related to social accountability;
- Multi-stakeholder processes;
- Partnerships with ANSA-South Asia and ANSA-East Asia-Pacific.

Lastly, under the criteria of efficacy, the following questions will be addressed:

- To what extent did the ANSA secretariat measure the progress of activities, outputs, and outcomes?
- To what extent did the change in the location of the program affect the outputs and outcomes of the program?

Criteria #3: Efficiency (the extent to which funding, staffing, time and administrative resources were effectively used for the achievement of results)

The following questions will be addressed in the evaluation:

- Were the levels of funding, size of the team and administrative resources appropriate?
- Did ANSA provide value for money?
- To what extent are there links between significant expenditures and key outputs?
- Has ANSA cost more or less than planned?
- Have there been any cases of wasted resources?
- Are the management arrangements efficient?
- Is the devolvement of activities to the two sub-regional partners an efficient arrangement?
What are the benefits and the difficulties?

Criteria #4: Governance and management (day-to-day operation of the project and structures in place to ensure transparency)

The following questions will be addressed in the evaluation:

- Is ANSA's governance structure appropriate and effective?
- How were members to the executive committee selected?
- How does the executive committee operate?
- Did ANSA develop a monitoring and evaluation strategy?
- Was the financial management of good quality?
- Was the change in the location of the ANSA secretariat effectively managed?
- Were appropriate contracting procedures followed when selecting sub-regional partners?
- To what extent did ANSA's location (initially at HSRC and subsequently at Idasa) affect, if at all, the governance and/or the management of the project?

Criteria #5: Sustainability (the project's potential for continuation of the impact achieved following the end of current funding)

The following questions will be addressed in the evaluation:

- Has ANSA developed and implemented a resource mobilisation strategy that ensures continuation of ANSA-Africa beyond 2010, and that implies financial support from multiple donors?
- At the end of 2010, does ANSA still have legitimacy and effective management?
- Is there still sufficient interest among major donors to sustain the program financially?
- To what extent has ANSA developed institutional capacity?
- Is ANSA effectively marketing its achievements in order to sustain its reputation?

7. Lessons Learned and Recommendations

In addition to presenting findings which answer the aforementioned evaluation questions or address the required topics, the ANSA Africa evaluation is expected to report any other lessons learned (that are presumably generalizable to future activities) and if it is expected to make recommendations. The areas of recommendations include (but are not necessarily limited to) the following:

- (a) how to better meet program objectives or improve results under the existing strategy
- (b) how to address issues identified, keeping strategy constant
- (c) how to adapt objectives or strategy to new conditions
- (d) how to improve the governance or management of the program, or specific policies or processes.

8. Evaluation Design and Methodology

The successful consultant(s) will be required to develop a broad framework for the evaluation process. This will be refined in conjunction with the ANSA team, and a more detailed evaluation plan will be developed following discussions.

It is envisaged that data collection will comprise a desk review (project M&E reports, etc.) and interviews with key informants (internal and external stakeholders, purposively sampled).. Data related to each of the evaluation criteria will have to be collected from at least three informants, or assessed by both desk research and interview data, to ensure a robust assessment through triangulation.

Of special consideration will be the fact that different ANSA interventions work on different dimensions of accountability and have adopted different approaches in order to achieve impact. This makes measuring change very difficult. Bidders are requested to outline in their proposal how they will address this challenge. Moreover, the project has employed different strategies in each of the thematic areas (access to information, procurement, extractive industries, climate change, electricity governance) to contribute to the overall goal. The consultant will therefore have to devise an appropriate approach to assess the efficacy of the project.

9. Evaluation Budget

As previously mentioned, bidders are requested to provide both technical and financial proposals. In this case, bidders can specify a preferred methodology, estimate its costs, and have control over their ability to meet the deliverables.

10. Menu of Evaluation Instruments

The following represents a menu of possible approaches or instruments, which bidders may draw upon for their proposals. The sources of information and types of analysis for the ANSA Africa could include, but would not necessarily be limited to the following:

- Desk review of key documents including strategy documents, recent DGF Progress Reports, minutes of governing body meetings, the ANSA Africa website and newsletter, reports from activities and events, and any other documents judged relevant by the governing body or secretariat.

- Literature search and review of material on the global environment in which the program operates, and recent market developments which impact on the program's objectives and activities.
- Portfolio review of activities representative of all of ANSA Africa's activities, to be defined by the Idasa secretariat
- Personal interviews with secretariat staff, staff from ANSA Africa's former secretariat (HSRC), and WBI
- Interviews of representatives of the program's stakeholders, including members of the governing body, staff members of ANSA Africa's subregional partners, private sector and foundation leaders in the field who have an awareness of the program or who have participated in program activities, recipients of program reports or attendees at workshops, and to the extent possible, former governing body members and former evaluators.
- Structured surveys of selected groups of stakeholders
- Focus group discussions with stakeholders
- Web-based surveys
- Case studies, which usually require site visits to judge the outcomes and impacts of an agreed-upon sample of program activities.
- Quality review of written products
- Attendance at governing body meetings, beneficiary meetings, workshops, and training activities
- Review of evaluations and annual reports of other global programs, such as the other regional ANSA networks
- Any additional sources of information or procedures necessary to contribute to the analysis and findings on the program that the commissioner or evaluator feels to be necessary in order to accomplish the tasks set forth in the TOR, including the option of sub-contracting certain tasks or topics to local consultants or recognized experts in particular fields

11. Presentation of Evidence

All findings and conclusions should be based on evidence which is presented in the evaluation report so that these can be critically assessed by those knowledgeable of the ANSA Africa program or the social accountability field. Such evidence may take the form of tabulations of data, compilation of survey results, analysis, case study reports, testimonials, objective observations of measurable data, etc. In cases where the source of information is interviews, the method of selecting those to be interviewed should be presented in the evaluation report. For case studies, site visits, or reviews of a subset of activities, the criteria and processes for selecting those cases should be presented. In the case of surveys, the questionnaire, information on the population or samples, and the response rates should be presented in the report.

12. Assessing Effectiveness and Efficiency at Different Levels

The evaluation will focus primarily on ANSA's overall work at the global program level, but then also focus on some of the most strategically important activities, such as networking or knowledge-sharing. These will be determined in preliminary meetings with the ANSA Africa team.

13. Required Qualifications of the Evaluation Team

Bids can be from either individuals or an evaluation team. Composition and number of team members can be determined by bidders. In the interest of receiving an objective, unbiased evaluation, bidders are required to divulge any prior involvement with the program so that potential conflicts of interest may be assessed and ways to mitigate these devised.

The candidates will be assessed against the following skills and competencies:

- Strong track record in conducting high-quality evaluation work, especially of advocacy work;
- Excellent knowledge of M&E methodologies;
- Experience of working with/evaluating NGO work;
- Familiarity with governance issues;
- Experience of working in or assessing networks;
- Ability to write concise and accessible analytical reports;
- Excellent interpersonal skills in English;
- Clear, realistic and robust proposed evaluation methodology for this project; and
- Value for money of the proposal.

IV. Work Plan and Schedule

1. Timeframe

Task	Timing
Issuing of TOR	Mid-August 2010
Bid submission	By September 10, 2010
Bid evaluation and award of contract	By 20 September 2010
Develop an evaluation plan	By 30 September 2010
Evaluation	Depending on availability, 6 weeks, with evaluation finishing no later than 30 November 2010
Report writing	By 15 December 2010

2. Deliverables

The consultant/firm responsible for the evaluation will be expected to produce the deliverables listed below. Deliverables should be sent to both the ANSA Africa Secretariat, and the organization will be responsible for making copies and distributing to respective partners and/or interested parties.

- Plan for evaluation process;
- Outline of evaluation report;
- Interim evaluation report (to be presented to ANSA Africa); and
- Final evaluation report of publishable quality, to include an executive summary and recommendations for improvement. The main body of the report will be structured around the 5 evaluation criteria. It will also include a technical appendix, with sample details and instruments used.

3. Logistics and Administrative Support

ANSA Africa will cover the costs of the evaluation (travel to the secretariat and/or activity sites, accommodation, etc.) Office space and logistical support can be made available from the ANSA Africa Secretariat at Idasa on a short-term basis.

4. Obligations of ANSA Africa

- Ensure that the budget is commensurate with the methodology and other requirements.
- Establish an oversight committee/point person to oversee the evaluation, and handle issues referred to it by the oversight committee.
 - Review final report and provide a timely written response, which is made available to the public.

5. Obligations of the Oversight Committee

- Oversee and ensure the overall independence of the evaluation process.
- Review proposals and select evaluator(s).
- Resolve issues that arise on contracts, conflicts of interest, or access to information between the consultant and the program manager and staff.
- Review inception report where applicable; and review the final report before submission to governing body.

6. Obligations of the Program Manager(s) and Staff

- Facilitate the work of the evaluation.

- Provide temporary office space during the week of first consultations, and after submission of the inception and interim reports.
- Assign a staff member who will (a) provide key documents, (b) facilitate contacts with program constituents and members of governing body, and (c) facilitate access to local videoconference facilities, if useful. Some programs have hired an independent executive secretary to assist in these tasks.

7. Obligations of the Consultant(s)

- Inform the secretariat in a timely fashion of all contacts made with program constituents.
- Treat documents in a confidential manner, when appropriate.
- Not to publish evaluation results or outputs without permission from the program.
- Return all program documents used in the evaluation.
- Report on a timely basis any possible conflicts of interest.

8. Obligations of Other Parties (WBI, Country Office/Subregional Partner staff, etc.)

- Provide information on all aid-financed projects in the country in that sector.
- Assist in arranging appointments with country-level stakeholders.

Tenders should be emailed to: Carmen Alpin (calpin@idasa.org.za) with a copy to Mary McNeil (mmcneil@worldbank.org) by c.o.p. 10 September 2010. Shortlisted candidates will be contacted by 15 September.*

For further information, please contact Mary McNeil at the World Bank Institute (mmcneil@worldbank.org) and/or Mario Claasen (mclaasen@idasa.org.za) or Carmen Alpin (calpin@idasa.org.za), co-managers of ANSA-Africa.

For more information about the project, please see <http://www.ansa-africa.net/>.