



Terms of Reference

Mid-Term Review of the ActionAid

Ethiopia

5th Country Strategy Paper

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1. BACKGROUND

ActionAid is a global federation working to achieve social justice, gender equity and poverty eradication founded as a UK charity in 1972. In 2003, ActionAid established International Federation comprising members in every region of the world, and headquartered in Johannesburg, South Africa. ActionAid is working in forty-six (46) countries globally with a vision of “a world without poverty and injustice in which every person enjoys their right to a life of dignity.” Its mission is to eradicate poverty and fight injustice worldwide.

ActionAid Ethiopia (AAE) is a Country Programme of ActionAid Federation represented by its Senior Management Teams and the Country Director that contribute to a networked, unified, and agile federation through fulfilling its multiple accountabilities as well as legacy. ActionAid Ethiopia was established in 1989. AAE has been supporting a wide range of development initiatives in Ethiopia for the last 32 years towards ensuring gender justice, promotion of good governance and eradicate poverty. It started operations in Dalocha Woreda of the South Nations, Nationalities and Peoples’ Regional State and has expanded its long-term development coverage to more than 30 woredas across six regional states of the federal government. So far, it has contributed much to positively changing the lives of people living in poverty particularly women, children, and girls. In Ethiopia, ActionAid works to challenge various forms of social power hindering communities from fulfilling their rights and build capacities to create agencies of critical mass of communities especially Women, Girls and in the current strategy, Young People living in poverty and exclusion to fulfil their rights, ensure redistribution of resources and build their resilience. Guided by feminist lens and human rights-based principles and approaches, we seek to shift power, through empowerment, solidarity, policy influencing and the generation of alternatives to ensure that women and girls can enjoy a life of dignity and freedom from poverty. We prioritize to work with Women, Girls and Young People and their organizations, networks, civil society organizations, national and local government, and other allies to overcome gender injustice and

structural causes of poverty. We engage at national level policy work to influence the agendas of Women, Girls and Young People to tackle gender injustice, promote good governance and fight poverty using Human Rights principles and Approaches.

AAE has adopted a dual program implementation approach, working with partners and direct/self-implementation. There are a total of 6 LRPs actively operating in the country of which one LRP is managed by a local partner and is in the phase out stage. AAE receives its funds from various development partners and individual sponsors residing in United Kingdom, Italy, Spain, and Greek. Other funding sources are from institutional donors, foundations and governments in these countries and beyond.

ActionAid Ethiopia's (AAE)'s current 5th Country Strategic Paper (CSP) 2018-2023, is being implemented under the slogan 'Action for Gender Justice, Good Governance and Poverty Eradication'. The CSP was reviewed in 2019 following the contextual changes in the operations of the civil societies as part of the Government of Ethiopia's Reforms and opening of the space for Civil Societies. As a result, ActionAid Ethiopia has been re-registered as a Gender Justice, Good Governance and Poverty Eradication organization working to achieve gender equality, promote good governance and eradicate poverty.

This Terms of Reference (ToR) is intended to frame and guide the country Program and relevant stakeholders in the Federation and partners at different levels and will be used as a point of reference at the design, implementation, and monitoring of the review process. The review process which is outlined by this Terms of Reference will adopt a holistic and comprehensive approach ranging from assessment and analysis of program approaches, organizational systems and processes, organizational culture, fund raising, sponsorship, ways of working to overall operational and strategic contexts and dynamics in the sector.

It's also important to note that the review process should consider the current volatile humanitarian context in Ethiopia and align the Country Program's priority for the next years accordingly. It starts with the premise that Ethiopia is among the least developed countries and facing major challenges for its development such as climate risks and hazards leading to humanitarian crisis (flood, desert locust and recurrent droughts), ethnic clashes and conflict that leads to millions to be killed and displaced and

violations of human rights of excluded and vulnerable people, women and girls and Internally Displaced People (IDPs) and migrants. The country's financial and economic system is characterized by extremely high public debts, very low reserve, fluctuating foreign currency and devaluation of local currency, high unemployment of young people aggravated by low quality of education, poor infrastructural development, weak financial system, persistent gender disparity and inequality, high maternal and infant mortality, inadequate access to sexual and reproductive health information/services, malnutrition, prevalence of HIV/AIDS, substance abuse (particularly khat, tobacco, alcohol and drug use), alleged emerging trends of VAWG amidst COVID-19 pandemic, Locus Deseret Infestation, conflict, floods and droughts and other protracted humanitarian crisis. As humanitarian and resilience work is foundational to ActionAid's strategy; reaffirmation of building resilience and preventing and responding to crises as we work to achieve climate and economic justice and respond to humanitarian crisis and disasters in line with our humanitarian signature is a key contextual need at the national and global level.

Rampant HTP, youth poverty particularly limited decision making and empowerment of young women and girls, lack of girls' friendly school systems and a lack of skills building, and recreational activities are hindering young people to participate in the process of building a democratic system, good governance, and development endeavors, and benefit fairly from the outcomes.

The review and strategy consultation should consider feminist transformational leadership and human rights-based approaches and principles which are the cornerstone of ActionAid Ethiopia's work at the country and global levels.

2. PURPOSE OF THE REVIEW

The CSP review process and outcomes should facilitate collective learning, the generation of innovative way of doing, documentation of success stories, changes and impacts generated so far by the different projects and programs phased out and others still in implementation.

The overall purpose of this document is to guide the process of mid-term review of the Country Strategic Plan, in line with the country's current context, opportunities, experience, capabilities and lessons learned by AAE, partners and right holders.

The specific objectives of the review are:

- a) **Determine and generate information** on the progress made in line with the CSP midlife targets which might include steps followed, approaches used for the realization of the **theory of change, program framework and MEL framework**.
- b) Determine the **achievements, challenges and missed opportunity** of mission and organizational related strategies progress and the draw the key learnings from SWOT of the CSP period to date.
- c) Know the extent of **program quality achieved and minimum standards** applied during the review process, as well as on which methodologies and approaches used, based on ALPS, HRBA, and other AAE learnings and approaches.
- d) Know the extent of **adaptability and resilience of AA Ethiopia** to global and national emerging issues such as climate change, humanitarian crisis and funding challenges.
- e) **Policy research and advocacy work** - both at the local, national level, engagement and contributions to regional and international level policy work. This will include micro-level influencing and linkages with macro policy issues, our coalition building and campaign work.
- f) Review the **geographical footprints, assess partner capacity** and provide recommendations for the best partnership approach, Assess the extent to which the Vision, Mission, Values and HRBA, ALPS accountability processes have been internalized and practiced by staff and partners and contribution towards achieving intended impact.
- g) Identify **innovative program priorities for AA Ethiopia in the upcoming 3 years** given the current changes happening in Ethiopia and Global SIF 2.
- h) Comprehensively **assess and re-assess risks** relating to financial sustainability, programs, cost recovery, compliance, fund raising, human resource and organizational development,
- i) **Fundraising and sustainability** - To assess the extent to which programme development and expansion have been matched with resource mobilization (funding/fundraising) to achieve programme goals and

objectives and leverage on policy influencing? Assess to what extent has funding sources been diversified to meet programme delivery needs within the context of a human right-based approach.

- j) **Finance, contract and grant management** - Analyze the programme expenditures across themes, CSP objectives and balance between investments at field level, national and international work. Assess the levels of critical awareness on cost effectiveness; cost consciousness and financial accountability amongst staff and partners at all levels.
- k) **Risk and assurance compliance** - Assess the risk appetite of the AAE vis a vis its mission and organisational objectives and targets. Assess compliance with key organizational policies and propose risk mitigation strategies.
- l) **Human Resources and Organizational Development** – This will involve reviewing the extent to which organisational design, structure, culture, behaviour, intersectionality of feminism, systems, work standards and practices etc have contributed to enhancing organisational effectiveness and the achievement/non-achievement of 5th CSP goals. To assess how adequate and appropriate was the Human resources management practices including capacity building and performance management efforts.)
- m) **Organizational Identity and Profile** – including external communications, publications, and documentation; how others perceive us and what strategic links we have built with key institutions/partners; what has been AAE's contributions to national and Federation wide and what has been the influence?
- n) **Feminist Transformational Leadership and Human Rights Based Approaches:** including how ActionAid Ethiopia's key organizational processes and systems are reflecting these principles and values in to practice, identifying lessons learnt and achievements as relevant.

3. REVIEW METHODS, SCOPE AND APPROACH

The strategy review process should be aligned with HRBA principles, ALPS and AAE's theory of change. This process should also consider the principles of inclusion, transparency, and participation, putting people in the spotlight (with greater emphasis on young people and women). Other important organizational wide process like

financial sustainability and cost recovery, program quality, 10 basics of feminist principles as well as complementarity of other process such as audit, Human resource, risk management and assurance policy will be considered.

External consultant will work with an internal team of AAE. The consultant is expected to work closely with the senior management of the country program in general and Head of Programs with oversight of the Country Director in particular throughout the process. In addition to the country level relevant teams, the consultant/s will work with relevant teams and stakeholders representing the AAI Federation.

The review process should include the consolidation of information on achievements, challenges, and missed opportunities and lessons in the first three years of strategy implementation (Jan 2018-Jan 2021). Building on the challenges, lessons, analysis of the current global and national context, consultations with various stakeholders at different levels, and the criteria defined by AAE, the review findings should propose key non-programmatic and programmatic/thematic priorities and focus(s) of the organization for the remaining years of the strategy period (2021-2023). ActionAid Ethiopia is keen to document impacts of phased out programs (whose period of implementation coincided with the CSP period) and active LRPs (at least one in each regions of its operation).

The analysis of thematic priorities for the coming years should consider:

Focus: Exploring the need or necessity to reduce the number and depth of national priorities to respond to the decrease in non-restricted funding and ensure greater impacts ("winning wars, not just battles").

Niche¹ and identity: Need to re-establish/recover national and international identity and niche. Reshape and reaffirm the rooting of AAE in communities and long-term work. **Impact:** Reaffirm the need to produce impacts at all levels, from local to national, from regional to global.

Adequate the workplace: Redesign and reorganize the way AAE works and relates both externally and internally to respond to the massively changed and limited political/democratic space for Civil Society Organizations, rights, and justice.

Theory of change: Navigate the possibility and importance to reaffirm the theory of

¹ Particularity Or unique character of the organization, either in thematic or approach terms.

change of AAE, explore alignment with SIF 2 with clear transition plans based on the need to have visible impacts at all levels, considering the current context.

Alignment with SIF 2 while remaining contextually relevant: Alignment with the federation focus areas in the coming 2-3 years of the strategy period while remaining contextually relevant and responsive. Currently, the Country Program is proactively participating and informing in AAI dialogue on SIF 2 transitions focusing on the roll out of the Strategic Implementation Framework (SIF) 2. The CSP review process and SIF 2 roll out processes will be coordinated to ensure alignment, relevance, fit for purpose strategy. In rolling out the SIF 2, we will also take in to account the new or changing political, social and economic conditions that emerged from our review and reflection process.

The re-framed programmatic and thematic focus(s) and non programmatic organizational priorities must comply with the following basic criteria:

1. **Relevance and adaptability**-alignment with the priorities/needs of the subjects of rights and current context of the country, the region and the global and with all objectives 3R (Resilience, Rights and Redistribution) of Action for Global Justice.
2. **Tangibility** - possibility of achieving sustainable change in the next 3 years.
3. Advance **feminist leadership views**, alternatives and contributions to the agendas of feminist movements.
4. **Sustainability vs cost/benefit** - capacity of appropriation by the subjects of Rights and leadership in the struggle for social change.
5. Potential for **mobilizing resources**: attractive capacity for financing from various sources.
6. **Promotes the niche** and adds strengths for collective actions of solidarity and advocacy (Platforms, networks, and coalitions).
7. It allows **AAE to reposition itself and recover its national profile, niche, and leadership.**

4. TIMELINE

The review is expected to take a maximum of 60 days in three phases; namely Phase 1: Inception and planning phase, phase 2: Implementation and management of CSP review and phase 3: CSP review close out phase.

1. Inception and planning phase includes.

- Desk review of reference documents
- Inception and design plan submission by consultants and approval by ActionAid Ethiopia. And agree on processes, approaches and next steps with relevant stakeholders (For instance GS, Global Program Quality team)

2. Implementation and Management Phase

- Performance/evaluation review of current strategy Consultation and data collection (partners, staff, community and relevant stakeholders and other relevant reference groups)
- Validation of review findings
- Revised CSP write up and submission
- Sign off by SMT and CD

3. CSP review Close Out Phase

- Final meeting on findings and next steps (includes development of dissemination plans)
- Validation on performance review report including strategic findings.
- Revision of operational plans, as relevant and necessary.

The review process is expected to 2 months (with the specific timeframe for each deliverable will be as per the following schedule:

5. EXPECTED DELIVERABLES

The main products of the review process are the mid- term performance review and evaluation report of the CSP and the revised Strategic Plan for the next 3 years (2021-2023), which should include, among several aspects, the annual targets for its operationalization, to be delivered within the specified period. The revised Plan should contain a maximum of 20 pages excluding annexes (impact histories/case studies/ Indicator table and targets to be achieved for each year).

The final document should have the following structure:

- Cover (strategy title and period)
- Table of Contents (index)

- Executive summary with a maximum 2 pages explaining the strategic plan, evidencing the context, the process and the methodology of reviewing the plan, main changes, lessons, and programmatic priorities and working approach for the next 3 years (2021-2023).
- Introduction and analysis of the context that outline and guide the strategic plan.
- Purpose and objectives of the strategic plan.
- Theory of change and working approach.
- Thematic focuses, Objectives and Expected Results.
- Key findings of the review and evaluation reports

Programmatic and non-programmatic priorities of the organization.

Annexes: Bibliography of the key documents consulted; TOR for review. Impact histories and case studies should also be attached.

The products expected from the strategy review and evaluation process are:

- A detailed schedule of activities, with agreed methodologies and deadlines.
- A performance review and evaluation report with a maximum of 20 pages, highlighting the main objective of the evaluation, main points of analysis, achievements, challenges, missed opportunities, key conclusions, recommendations, key learning from the CSP review and how these can be used to inform new programming approaches and or future interventions.
- Case studies/success stories and impacts that highlight the change in the lives of people living in extreme poverty, examples of power changes and achievement of 3Rs.
- A PowerPoint presentation on key reflections, learning, review conclusions and recommendations.
- Table of indicators and targets to be achieved for each year of the Strategic Plan.
- Sustainability Plan;
- Proposed Budget for CSP implementation.

6. USE AND USERS OF THE STRATEGIC PLAN

The strategic plan will be for public use, with special attention to:

- All AA Ethiopia staff.
- Advisory council .
- Partners, Coalition, alliances, and movements.

- Subject of rights, particularly women and young people, and other groups involved in the program at different levels.
- Government Institutions
- key stakeholders /INGO/LNGO
- AAE donors and supporters
- Affiliates and Member countries of the International ActionAid Federation

7. CONSULTANTS EXPECTED QUALIFICATIONS:

A team composed of persons having PhD/Master's degree in Development Studies, Economics, Gender and Women's Rights, Social Sciences, Human Rights, Law, Public Administration, Business Management or Public Policy. Training in Monitoring, Evaluation, Feminist Economics, Learning and Knowledge Management will be an added advantage.

a. Experience required:

Senior consultant with minimum of 5years of experience in similar INGO review/evaluation processes. Other necessary experiences include, but not limited to, the following:

- Women's rights and feminist programming with the ability to design, review and evaluate such programs.
- Experience in working with movements or being part of networks, human rights defenders, civil society organizations and other related groups.
- You must have a vast knowledge of international and national development.
- Conduct political analysis, advocacy, and campaigning work at levels; Local, National and International.
- Understanding human rights and human rights-based approaches.
- Understanding the analysis of power and key actors.
- Knowledge of approaches/methods of monitoring and evaluation oriented to feminist leadership.
- Knowledge about the application of participatory review methodologies and any other related processes.
- Experience in Learning Assessments and Organizational Development.

ANNEX 1: KEY DOCUMENTS FOR REFERENCE

- Country Strategy Paper and Operational Plans
- Country M&E frames (May includes design frameworks)
- Country fundraising strategy
- Country Partnership Policies
- Country program/project review reports
- AA CSP Review Guidelines and annex
- SHEA and Safeguarding policies,
- Annual Country Reports
- AAI Strategy - Action for Global Justice (Strategy 2028)
- AAI Assessment and Learning Strategy
- The Strategic Implementation Frameworks (SIF) for the period under review.
- Program Quality Standards
- Accountability, Learning and Planning System-ALPS 2011
- AA Value for Money Approach
- AAI Guidelines and Partnership Frameworks
- Human Rights-Based Approach (HRBA)
- Safeguard policies; CSP, SHEA etc.
- Ten Feminist Principles
- Guidelines on Review Processes and Participatory Reflections (PRRPs)

8. ANNEX 2: CASE STORY COLLECTION TEMPLATE (to be attached from the Global CSP Review Guideline)

Theme of the story

“Bold, provocative quote or statement or question.” (Simple English, do not use jargons)

Sub-Heading 1 – (Give a heading that explains the issue we see on ground)

The first part of the ‘story’. Here, you could outline the situation or a problem facing an individual or group. Connect the issue to the program/project goals.

“Include a quotation, if you have a good one.” Name of the person quoted and where they are located

Photo: Attach photographs separately. **High-Resolution, talking photo and dignified in presentation (positive appearance)** Caption the Photo and **Credit: Photographer's name and organization as appropriate. You could attach more than one photograph where feasible and/or needed. Do also ensure that the photo/s have consent for use.**

Sub-Heading 2- (Give a heading that reflects the primary support that was provided)

The second part of the 'story'. Here, you could outline what ActionAid and/or its partners including social movements/community formations did to address the situation or problem. *"Include a quotation, if you have a good one." Name and location of the person quoted.*

Emphasize a strong statement as a pull quote.

Sub-Heading 3 - (Give a heading that reflects the change that happened)

The third and final part of the 'story'. Here, you could describe the outcome of the programme or strategy. Specifically describe how the programme/intervention managed to challenge or shift at least one or more types of power (Visible, Invisible, Hidden) with strategies employed. Describe impact in terms of the three Rs. Rights, Redistribution and Resilience. Explain how this case study demonstrates evidence for ActionAid's Meta theory of change. Highlight the involvement of women, young people and/or children with clear roles and change associated with the group. The story must tell the impact of AA work.

Strategy in action

Finish by explaining how this work will be sustained beyond the end of the program /project. Ensure that you capture the contribution of the project to the wider mission of ActionAid as stated in "Action for Global Justice". While drawing lessons, new knowledge etc please also mention lessons from failures if any.

We would like to have the story fully told with clear photos when designed. Make sure that it is not too short to miss rich content and not too long to lose the reader's attention. We should keep the reader's attention to the end. Reach out to the GS team for support on quality assurance of your case studies.