

TERMS OF REFERENCE

AKIDWA EVALUATION AND STRATEGIC REVIEW

INVITATION TO SUBMIT PROPOSALS

AkiDwA invites tenders from qualified persons or organisations to perform two tasks: (1) conduct an evaluation of AkiDwA's work during its ten years as an organisation and (2) carry out a strategic review for work going forward in order to help the organisation create AkiDwA's 2012-2015 strategic plan. Those tendering should consider how they can combine the two distinct elements of this tender, that of the evaluation and strategic review. Both tasks will require a review of AkiDwA's work and competencies. The strategic review will further require an awareness of emerging issues of migrant, visible and ethnic minority women and the potential political, funding and sectoral environment AkiDwA may be working in over the next three years.

INTRODUCTION

Established in 2001, Akina Dada wa Africa (AkiDwA), Swahili for sisterhood, is a network of African and migrant women living in Ireland. AkiDwA's vision is a just society where there is equal opportunity and equal access to rights and entitlements in all aspects of society: social, cultural, economic, civic and political. AkiDwA's mission is to promote equality and justice for migrant women living in Ireland.

This evaluation will look at the groups and individual members that make up AkiDwA and the activities undertaken by the organisation.

BACKGROUND

AkiDwA emerged from regular meetings held amongst a core group of African women, from 1999 to 2001, convened by Salome Mbugua, a Kenyan migrant woman living in Ireland since 1994. The first substantive meeting was held in the city centre of Dublin, in Temple Bar, in 1999. In 2001, through the support of the Catherine McAuley Centre, a group of eight African women came together to share their experiences of living in Ireland. Emerging from this meeting were concerns of exclusion, isolation, racism and discrimination of African women living in Ireland. Gender based violence issues were also raised at this time. The group met regularly, supported by local institutions and individuals and advocacy groups. External facilitation was given to AkiDwA which brought much needed organisational structure to their work to increase AkiDwA's impact.

AkiDwA obtained funding from the Combat Poverty Agency in 2002 to carry out a needs assessment of African women living in Ireland. Two hundred female participants from seventeen counties participated in the survey. Formal structures were put into place in 2003, when AkiDwA was registered as a company with guarantee and without capital share. Limited funding meant most work continued to be carried out on voluntary basis. During this time, training modules were developed, including programmes on capacity building, racism and cultural diversity, with a view towards enhancing the integration of migrant and indigenous women. 'Train the Trainers' modules were also developed.

In September 2005, AkiDwA received a grant from Social Entrepreneurs Ireland to support the development of the organisation. Over the years, the organisation has expanded its work while still focusing on key issues of migrant women, attracting a diverse portfolio of funders including Pobal, the Health Services Executive, the Department of Justice, Equality and Law Reform and Joseph Rowntree Charitable Trust. AkiDwA also received funding from Atlantic Philanthropies from 2007, when an interim grant was provided, and further grants were secured in 2008 and 2010.

AkiDwA is overseen by a twelve member management board and currently employs a total of eight staff, two full time and six part time.

RATIONALE

AkiDwA has seen its work, funding and importantly, its influence on policymaking and support to migrant women, increase since the organisation's founding in 2001. It is a crucial time in the organisation's history to evaluate past achievements identify structural improvements necessary and to strategically assess priority areas of work going forward.

EVALUATION METHODOLOGY

The evaluation will focus on the period of the initial convening of meetings in 1999, through the formal establishment in 2001 to the organisation's work to the end of July 2011. AkiDwA seeks to have a comprehensive work audit, through consultations with members, staff, board, volunteers, the advisory committee, member organisations and key stakeholders over the life of AkiDwA. AkiDwA documentation will also be reviewed.

Key elements to be reviewed are:

- A review of key information and documentation developed and disseminated by AkiDwA over its lifetime
- A review of strategic plans, programme objectives and key activities, as well as specific project objectives, against achieved outcomes.
- Data recorded by individual members - documentation from various partnered activities
- A sampling of membership over time, both individual and organisations.
- Documentation of other evaluations or strategic reviews undertaken

AkiDwA is to supply a list of current network members and organisations and information of previous members, boards, staff, volunteers and advisory committees. Original and updated AkiDwA proposal and project plans and progress and final reports will also be provided.

AkiDwA would request that a meeting be held with the evaluator/s to review methodology and the scope of evaluation prior to their commencement of work and at a mid-way point appropriate for appraisal. AkiDwA will assemble a peer review committee to review work at the midpoint and draft evaluation report stages, and for draft documentation with regard to a strategic review. The peer review committee would be external to the AkiDwA Boards, staffers, advisory committees and volunteers, but may consist of members of AkiDwA's network.

AIM, OBJECTIVES, AND OUTCOMES

Aim

The evaluation will document and assess the work of AkiDwA by its members, advisory committees, current and past board members, volunteers and current and previous staff. The evaluation and assessment will consider the following questions with regard to a work audit from 1999 to the end of July 2011:

1. What have been the key outcomes, outputs and achievements from AkiDwA over time?
2. What was successful, and why?
3. What was not successful, and why not?

Other key questions to address are:

1. AkiDwA's effectiveness, cost-effectiveness and efficiency over its lifetime
2. Communications: internal and external
3. Capacity to influence policy and legislation and potential impact on minority ethnic migrant women living in Ireland.
4. Outcomes and outputs for stakeholders including government

Outcomes

AkiDwA seeks the following deliverables from the evaluation:

1. A draft report to be delivered no later than Friday 26 August 2011 to peer review committee.
2. A penultimate final draft will be submitted to the Board and CEO prior to the final agreed draft no later than 7 October 2011, giving the CEO five working days to give comment.
3. A final evaluation report and executive summary to be delivered no later than Friday 21 October 2011 to AkiDwA.
4. A presentation on key evaluation findings to be provided to the Board no later than 7 days after the submission of the final evaluation

The following deliverables are expected from the strategic planning review:

1. Based on a strategic review, a draft strategic planning template and framework for an AkiDwA strategic plan for 2012 – 2015 will be delivered to the peer review committee and CEO no later than 3 November 2011
2. A penultimate final draft strategic planning template and framework to be delivered to AkiDwA by 17 November, giving the CEO five working days to give comment on it. A final draft will be delivered 30 November 2011.
3. A strategic planning session, to be delivered by the strategic planner in January 2012, date to be determined and agreed with strategic planner and AkiDwA. The strategic planning session will be informed by the evaluation and strategic planning template and framework.

The full report will include a detailed work audit and should be disseminated to past and current members of AkiDwA upon its completion. An internal executive summary of approximately two pages would be sought for the final full report. The final product is to be delivered to AkiDwA in electronic and hard copy. A formal presentation of the findings will be given to AkiDwA Board within one month of the delivery of the final report.

A strategic planning session to be delivered by strategic planner to AkiDwA and interested members as agreed above (see item 3 in strategic planning deliverables above).

SPECIFICATION FOR EVALUATOR(S) AND FOR STRATEGIC PLANNER

The Evaluator/s shall have significant expertise in various aspects of evaluation (project impact, project implementation, policy impact) and have previous experience in assessing networks or organisations that seek to influence policy through advocacy.

The Strategic Planner shall have significant expertise in various aspects of strategic planning (strategic organisation, audits, environmental needs analysis, identification of organisation 'added value' components). An understanding and sensitivity to African, ethnic minority and migrant women's issues

in Ireland, including those of immigration, gender based violence, gender discrimination and gender based employment concerns, are desirable.

GENERAL INFORMATION REQUIRED IN TENDER RESPONSE

- 1 . Name, address, telephone and e-mail of applicant.
- 2 . Name of persons within tenderer's business who will be working on the project.
- 3 . Name, address, telephone and e-mail of any third parties to be involved in the tender.
- 4 . Description of role or elements of contract to be fulfilled by any third party.
- 5 . Identification of party who will carry overall responsibility for the contract.
- 6 . Confirmation of acceptance by the tendered and any third party of the conditions of tender.
- 7 . Details of the qualifications and experience of each person who will be working on the project. d
- 8 . Names of two references familiar with the tenderers work.

SPECIFIC CONTENTS OF TENDER RESPONSE

The response to this tender request will contain the following:

1. Examples of previous evaluations conducted by the evaluator in the form of references and contact details of those to whom the final product was delivered.
2. References (including contact details) associated with these projects.
3. Schedule (including timeframes) which will indicate the specific activities to be performed.
4. Detailed methodology, including timeline milestones in the proposal for the final report's contents and interim deliverables.
5. Detailed costing within the total budget amount, itemised by milestone, for the project.
6. May also include any other information deemed relevant by the respondent.

TIMEFRAME

Tenders are to be submitted to AkiDwA by 24 June 2011. Selected tenders will be notified by 6 July 2011. The evaluation will commence by **11 July 2011** and conclude **21 October 2011; with additional deliverables as described above to take place in the last quarter of 2011 or the first quarter of 2012, as agreed.**

TERMS & CONDITIONS

The evaluation reports and strategic planning documentation will be confidential and the property of AkiDwA. It may not be circulated or published without prior permission of AkiDwA's board.

QUERIES

Any queries concerning this document should be e-mailed to: recruitment@akidwa.ie

All questions must be received by 22 June 2011. After this date, no further questions will be answered.

REGISTRATION OF INTEREST

All interested parties should register their interest via e-mail to recruitment@akidwa.ie by 17th June 2011.

PROPOSALS

Send 2 copies of a proposal by post to: Administrator, Unit 2, Killarney Court, Upper Buckingham Street, Dublin 1, Ireland.

Please label all envelopes with 'Evaluation and Strategic Review of AkiDwA.'

DEADLINE

The deadline for the receipt of all proposals is 24 June 2011.