



ToR External evaluation on We Effect Global Resource Mobilisation strategy (tenders until 17/12-2020)

1. Introduction

In 2015, We Effect decided to strengthen its resource mobilisation efforts to increase the funding from institutional donors. This was done in order to become less dependent on the funding from our main donor, Sida CIVSAM, and to be able to reinforce the work towards We Effect's vision – a sustainable and just world free from poverty. A global five-year Resource Mobilisation strategy (RM-strategy) was adopted by the We Effect board in 2016. Based on the global RM-strategy, each of our five regions proceeded to develop regional or country strategies for resource mobilisation based on their local contexts. Together, our regional offices in Asia, Europe, Eastern Africa, Southern Africa and Latin America have programs in 21 countries. A follow up process has been in place globally and regionally to monitor each strategy. In 2020, the global RM-strategy was revised slightly. The work on resource mobilisation has developed and improved over the last years, as well as the awareness of how prepared the organisation needs to be to be able to receive grants from European Union and other global donors.

The current global RM-strategy is valid until 31 of December 2021, and a new strategy will be formulated during 2021. To support this, a decision has been made to evaluate the current strategy during the first months of 2021. The evaluation should provide We Effect with analysis and information on whether the goals of the strategy have been achieved, and how to continue with efficient and successful resource mobilization work after 2021.

2. Objectives

The objective of the evaluation is to draw conclusions on if the strategy has been relevant, and to what extent it has been effective in guiding our work. The information and the analysis from the evaluation will be used as part of the follow-up of the current global strategy, as a tool for learning, and as input to the development of a new strategy.

Evaluation questions¹

- Has the strategy contributed to its objective “to increase and diversify our funding base in order to reach We Effect’s goal of ‘a sustainable and just world free from poverty’”?
- How well have the four results outlined in the strategy been achieved?
- Have the approaches and the priorities been relevant to the objective?

¹ The Resource mobilization strategy is an internal document that will be shared with the winning tender. It contains of 6 pages.

- Have the Key Performance Indicators been relevant to measure the objective of the strategy?
- What results have the RM work under the strategy achieved and has it been cost effective?
- Identify challenges and success factors in the work of Resource mobilization.
- Other recommendations to the organisation's resource mobilisation work?

3. Methodology

Conduct an external evaluation, starting from the RM-strategy and including interviews and focal groups with relevant actors at all Regional Offices, Country Offices and Head Office.

The evaluation should consider outside variables to ensure the practical relevance of conclusions and recommendations. A change in donor strategies sometimes has a great impact on how We Effect is able to work, and the influence of the Covid-19 pandemic on the resource mobilisation is significant. It is therefore important to recognize external factors in the evaluation, even if a deep analysis of the impact of Covid-19 in each country is not possible within the scope of this evaluation.

4. Deliverables

- a) An inception report should be submitted within 10 days after agreed start of the evaluation, that also states the dates for submission. The inception report should include: an evaluation matrix, detailed work plan, interview guides and plan for focal groups, and a proposed report structure.
- b) The consultant will organise a (online) workshop presenting the preliminary results for feedback and validation of the conclusions and recommendations with the participants from the interviews. This feedback will serve to validate the information, the analysis and the feasibility/utility of the recommendations made.
- c) A final report should be submitted within 10 days from the workshop. The final report for the evaluation should be approximately 25 – 30 pages (any annexes excluded). The report should be in English and focus on addressing the evaluation questions put forward in this ToR. It should contain an executive summary, results, analyses and specific recommendations. The final report should be submitted to We Effect in Microsoft Word format with supporting documentation. The final report should be completed with a Power Point presentation that highlights the main results and findings.

5. Roles and Responsibilities

Project Leads - The process will be coordinated by Sigrid Bergfeldt and Karin Henningsson, Sigrid will be the first point of contact. They will both be responsible for the quality of the process and the outcome products agreed on in this ToR. In addition, both will be responsible for managing the external evaluation and for providing technical support to the external evaluator during the whole process.

Analysis of the findings of the evaluation will be done by the project leads together with identified Resource Mobilization Officers from different regions, and other relevant staff at head office, regional, and country levels.

Head of International Development Department- sign off on this ToR, budget, and the final report.

The interviewees shall include our Head of International Development Department at Head Office (1) Regional Directors (5), Regional Resource Mobilization officers or responsible person as in the case of Regional Office Latin America, Asia and Southern Africa (8), all Regional Program Officers at Head Office (5) and could include regional program responsible (35) M & E advisors in countries, Country Directors etc.

6. Profile of the Reviewer and Tender

The reviewer should have a minimum of five (5) years' experience of reviews, assessments and evaluations. Preferable experience of projects and programs and knowledge of issues related to strategic steering of Development Cooperation work and resource mobilization work for global organizations.

The submitted offer/tender shall be sent in by **17/12 2020** and include:

- Cover letter
- Resume of the Curriculum Vitae (CV) of the reviewer should be provided. The CV should include details on engagements carried out by the reviewer including ongoing assignments indicating responsibilities assumed, qualifications and experience in undertaking similar assessments or studies.
- Technical/Methodological proposal with a clear elaboration on the method to be used in the evaluation from the Consultant. Due to the pandemic we have opted to conduct this desk study without field visits with full respect for health recommendations in our program countries. All meetings and interviews should be conducted online using suitable platforms preferably through Microsoft Teams.
- Financial Offer
- Offers/Tenders shall be sent to both following electronic mail: sigrid.bergfeldt@weeffect.org and karin.henningsson@weeffect.org
- The deadline of the submission of the offer is 17th of December 2020.
- For more information contact Sigrid Bergfeldt sigrid.bergfeldt@weeffect.org +46 720-70 97 26

7. Term of validity of the consultancy and method of payment

The assignment is to be carried out and finalized 60 days from the signing of contract and the ambition is to finalize the work within the first quarter of 2021.

Estimated total time for the assignment is 20 working days.

8. Ownership and confidentiality

We Effect is the sole owner of the results of the review and all other information produced as a result of the study. The result of the assessment can be used after previous authorization from We Effect.

9. Annexes to be shared after a written contract

1. Current Global RM-strategy and the original version of the RM-strategy from 2016
2. Regional RM-strategies
3. We Effect's strategy from 2017 and new interim strategy from 2020

3. Description of roles and responsibilities of staff that are involved in Resource Mobilization
4. Manual for application