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## **DRAFT TERMS OF REFERENCE FOR JOINT CIDA/SIDA REVIEW OF THE AFRICAN MEDICAL AND RESEARCH FOUNDATION (AMREF)**

### **PROJECT DESCRIPTION**

Founded in 1957 as the Flying Doctors Services, the African Medical and Research Foundation (AMREF), based in Nairobi, is the largest African regional non-governmental health development organization in Africa. AMREF has country programmes in Ethiopia, Kenya, Uganda, Tanzania, and South Africa and has field operations in Somalia, and Sudan. AMREF provides training and capacity development, technical advice and services, and clinical and emergency service delivery with a focus on the most vulnerable groups – women, children, and the poor in rural and urban under-serviced area. They strive to build health infrastructures that will make health and medical services accessible to all. The organization works in partnership with government ministries of health, WHO and other UN agencies, private sector companies, donors, local communities and other NGOs. AMREF's total budget for 2004-2005 was \$US 26 million.

CIDA has provided CAN\$2 million per year in program support for the implementation of 2001-2006 activities under project number XI-030565, representing approximately 6% of AMREF's annual expenditures in 2004-2005. Under an earlier project (XI-18871) CIDA provided AMREF with CAN\$10 million over five years.

Sweden has a long history with AMREF, both in research and in Sida funded projects. In 1997, Sida converted large parts of its previous support towards core funding in the amount of 25 MSEK over three years (project 72300236/0). In addition, Sida still supports projects on a country level, for example, a community based rehabilitation project and several HIV and AIDS related interventions in Eastern Africa. For the period 2000 – 2005, CIDA and Sida constituted, almost exclusively, the only core funding available to AMREF.

### **PURPOSE FOR THE REVIEW**

In 2000 CIDA and Sida conducted a Joint CIDA/Sida Review of AMREF. Five years later, it seems appropriate to undertake a follow up to the study to see how AMREF has progressed in meeting its objectives of moving from an

projects based organization to one that informs government and non-government policies regarding health issues in Africa.

CIDA's current funding arrangement concludes in September 2006. A review of progress achieved and continuing challenges will be beneficial to the consideration of continued funding.

Sida has signed a five year core support agreement with AMREF, starting in 2005, and it is considered that the joint review will feed into and work as a follow up of the core support as well as give directions for the future.

The review of AMREF should thus provide useful information of the quality and scope of AMREF as an organisation and its defined priority intervention areas, to assess its effectiveness and efficacy in work and form the basis for future actions as well as open up for potential other donors to come on board.

### **SCOPE AND FOCUS**

The review will consist of an examination of progress from the review conducted in 2000 towards AMREF becoming learning and advocacy organisation based on a programmatic approach. Provide a benchmark for progress of AMREF of moving from a project based organization to a policy making and informing organization.

The review will examine AMREF's achievements to date, as set out in AMREF's Organizational Strengthening Programme document.

More specifically, the objectives are to:

1. Follow up on original findings of the Joint Review and assess current status;
2. Review Organizational Strengthening Programme Report of 2003 with a view towards it supporting the follow up to the Joint Review and assessing if AMREF is indeed moving to be an organization which influences and informs GO and NGO policies regarding health issues in Africa;
3. Assess AMREF's structure and processes enables the organization to strategically implement interventions in a participatory manner and create effective programming for capacity building of partners including local, national and regional (NEPAD & AU) governments;
4. Assess and analyse the gender policies or AMREF, including gender equity in advocacy and equity of staffing and staff development of the organization;

5. Assess the governance of the organization, including Board composition especially regarding its representativeness and the meeting of AMREF's needs.
6. Assess AMREF's monitoring strategies and defined key indicators for outcome and process oriented evaluation of the priority intervention areas and other activities;
7. Assess AMREF's value based approach to funding decisions, such as rationale and criteria for accepting funds from various sources;
8. Make recommendations for future organizational strengthening and development.
9. The Review should inform and make recommendations to CIDA and Sida on AMREF's ability and potential to strategically move into an organization that can influence health policy making and inform other organizations in the region.
10. Assess how AMREF and the AMREF national offices have enhanced their partnerships with each other for the benefit of AMREF's mission and role.
11. Assess AMREF's program and role in representing and influencing Africa's health development with organizations and fora outside Africa.

## **STAKEHOLDER INVOLVEMENT**

The Review will take into consideration input from a full range of AMREF stakeholders: staff and management, national offices, country programs, project beneficiaries; ministries of health at national, regional and local level; other AMREF partners, including NGOs and civil society, and other donors. The Review will not, however, attempt to cover all countries where AMREF is active.

## **ACCOUNTABILITIES AND RESPONSIBILITIES**

CIDA and Sida will direct and co-ordinate the review and be responsible for: accountability; guidance throughout all phases of execution; and approval of all deliverables.

The Canadian Consultant will be team leader for the Review and, as such, will have overall responsibility for conduct of the Review. The Consultants will be responsible for:

1. conducting the Review;
2. the day-to-day management of operations;
3. regular progress reporting to CIDA and Sida;
4. the development of findings; and,
5. the production of deliverables in accordance with contractual requirements;
6. presentation of findings to AMREF development partners, management and Board of Directors in Spring 2006.

## **REVIEW PROCESS**

The terms of reference for the Review have been agreed upon by CIDA, Sida and AMREF:

### 1) Work Plan for the Review

The Consultants will prepare a work plan that will operationalise and direct the Review and address the following reporting requirements:

- Overview of the AMREF program
- Expectations of the Review
- Roles and responsibilities
- Evaluation Methodology
- Evaluation Framework
- Information collection and analysis
- Reporting
- Work schedule and level of effort

The Work Plan will be approved by CIDA, Sida and AMREF.

### 2) Field Mission

The Consultants will conduct a field mission to include site visits to AMREF headquarters and one or more AMREF project sites; and to interview stakeholders and collect information in accordance with the requirements stipulated in the work plan. Where possible, the Consultants will make use of other AMREF meetings which bring together key stakeholders.

It is expected that the combined total of the Consultants time in the field will not exceed thirty working days. CIDA and Sida field personnel are to be briefed on arrival and prior to departure from the field. The work plan, including methodology, the data gathering process, and how to ensure the usefulness of the findings, observations and recommendations will be discussed and agreed upon by CIDA, Sida, and AMREF.

## **DELIVERABLES**

NOTE: Because of the necessary coordination of so many parties, the time frames of the following deliverables may be modified upon agreement of all parties. However, the findings must be ready for presentation at the Spring 2006 AMREF Board and Development Partners meetings.

The Consultants will prepare a:

#### 1. Draft work plan

The draft work plan is to be submitted within three (3) weeks of the

signing of the contract, and transmitted electronically to each of CIDA, Sida, and AMREF for their comments.

2. Final work plan

Within one (1) week of receiving comments, the Consultants will produce a final work plan, incorporating comments from all parties, and provide copies as above.

3. Draft Report

By January 1, 2006 the Consultants will submit electronic copies of the draft report for review by CIDA, Sida and AMREF.

4. Final Report

By February 14, 2006, the Consultants will incorporate comments from CIDA, Sida and AMREF and resubmit the Review report, including an executive summary. In addition to providing the report in electronic version by February 14, five (5) copies in hard copy format are to be sent to each of CIDA, Sida, and AMREF. CIDA, Sida and AMREF will judge at that time whether the report should be enhanced further or deemed final. Enhancements would be made only if sufficient time remained on either or both of the Consultants contracts.

5. Presentation of findings at AMREF's Spring 2006 Board and Donors Meetings in Nairobi.

These deliverables are to be:

Prepared in English and submitted electronically via email and/or on diskette to CIDA, Sida and AMREF. Five (5) copies in hard copy format of the final report are to be sent to each of CIDA, Sida, and AMREF.

### **CONSULTANTS' QUALIFICATIONS**

The Review will be carried out by a team of two senior consultants, one selected by CIDA and one selected by Sida and contracted respectively by each country. The Canadian consultant will be the Team Leader.

The Consultants are expected to be:

- reliable and effective evaluation managers with extensive managerial experiences;
- experience in conducting evaluations and a proven record delivering professional results;
- experienced in institutional and organizational development;
- experienced in SRHR and the health sector;
- experience of community based approaches and intervention design;
- fluent in English;
- fully acquainted with CIDA and Sida results-based management orientation and practices;
- proficient practitioners of gender equity and equality policies;

- experienced in the region.

**ANNEX A  
PROVISIONAL TIMETABLE**

<b>DATE</b>	<b>ACTIVITY</b>	<b>NUMBER OF DAYS</b>
End of May 2005	finalisation of ToRs by CIDA and Sida	N/A
End of June 2005	agreement signed with consultants	N/A
End of August 2005	draft work plan submitted by consultants	15
September 2005	<ul style="list-style-type: none"> <li>• review of relevant files and documents</li> <li>• attend AMREF Board meeting in Africa to interview stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• 10</li> <li>• 5</li> </ul>
November	<ul style="list-style-type: none"> <li>• collection of data , visit to AMREF HQ, 2 other country offices, ministries of health, etc</li> </ul>	<ul style="list-style-type: none"> <li>• 12</li> </ul>
December	<ul style="list-style-type: none"> <li>• analysis of data</li> <li>• draft report,</li> </ul>	<ul style="list-style-type: none"> <li>• 15</li> <li>• 10</li> </ul>
January	<ul style="list-style-type: none"> <li>• integrate comments from CIDA &amp; Sida</li> </ul>	<ul style="list-style-type: none"> <li>• 5</li> </ul>
February	<ul style="list-style-type: none"> <li>• finalization of report</li> <li>• presentation of findings to AMREF SMT, Board and Development Partners</li> </ul>	<ul style="list-style-type: none"> <li>• 2</li> <li>• 3</li> </ul>
Total days		<ul style="list-style-type: none"> <li>• 77</li> </ul>