



Terms of Reference

Organization	The Global Fund for Children
Project	Re-design GFC's Theory of Change and Establish an M&E Framework
Type	Short-term consultancy
Position Location	Washington, DC
Duration	Completion by October 31, 2018
Reporting to	Corey Oser, VP of Programs
Starting Date	June 15, 2018
Application Deadline	Applications considered on a rolling basis until June 1, 2018
Vacancy Contact	Please send applications to coser@globalfundforchildren.org

Purpose and Scope of Work (SOW): The main purpose of this consultancy is to a) re-design GFC's overall theory of change to align with evolved strategy and articulate TOC for programmatic focus areas b) develop a monitoring & evaluation framework informed by the TOC to more effectively track outcomes related to GFC's grantmaking strategy and capacity development services. Outcomes from this effort will also serve to affirm GFC's vision and mission statements.

Background:

Global Fund for Children empowers bold leaders to strengthen organizations with innovative programs that enhance life outcomes for children and youth and tackle systemic issues that affect the ability of all children and youth to thrive. In the world of small, community-based organizations affirming the rights of children and youth, GFC is, in many cases, the only external funder discovering, funding, and mentoring grassroots organizations that have never before received such support. By pairing flexible funding with expert assistance, access to networks and support from our program staff, GFC is seeding transformative, local solutions to address the challenges faced by marginalized young people around the world. To further advance and protect the rights of children and youth and transform the balance of power, GFC supports its partners to engage in grassroots advocacy initiatives to effect change in policies and social norms. Since 1997, GFC has invested in 646 grassroots organizations, fostering resilience in thousands of communities and improving the lives of more than 10 million children and youth worldwide. GFC is a public foundation, which raises all funds disbursed and is currently funded by individual, foundation, and corporate donors and disburses approximately \$2 million in grants each year.

Activities and Outcomes to Date

With the aim of assessing and articulating its social impact, in August 2017, GFC established a cross functional working group to identify goals central to GFC's vision and mission, identify programmatic focus areas, and review current tools used in measuring the impact of GFC's work and attributable effects on its partners. Based on the results of this benchmarking process, members concluded that GFC is relatively well aligned with peer organizations in terms of its measurement of growth and capacity of grassroots organizations. However, most peer organizations surveyed are able to aggregate the collective impact of their grantmaking

according to clearly defined issue/focus/impact areas. Many peer organizations also have a clearly articulated TOC, which connects to the work of their partners and informs their goals, objectives, desired outcomes, and grantmaking strategies.

GFC's programmatic priorities were consolidated into the following four broad focus areas:

- Education
- Gender Equity
- Freedom from Violence & Exploitation
- Youth Empowerment

Objective and Activities of SOW:

1. Create new organizational TOC and develop corresponding TOC for each focus area in collaboration with staff, engaging additional stakeholders such as Board and select partners.
 - a) Test assumptions about the outcomes of capacity development efforts and grantmaking strategy as part of TOC development to ensure they contribute to areas of desired impact.
 - b) Review TOC of a small number of peer organizations to enable GFC to understand areas of overlap and differentiating factors with key peers.
2. Develop an M&E framework to operationalize the approved TOC.
 - a) Develop a set of indicators to measure progress towards achieving desired change that broadly aggregate outcomes from partners across issue areas and geographies.
 - b) Review and refine current tools used to measure and assess the impact of GFC's work, and impact on grassroots organizations.
 - c) Provide recommendations for data collection, and management systems and processes.
 - d) Draft and finalize GFC's M&E framework guidelines document.
 - e) Conduct training to operationalize M&E framework with the GFC team.

Deliverables

1. A detailed work plan, to be completed within two weeks of start.
2. A final report detailing outcomes from this process, including a vetted TOC (in narrative and visual form).
3. Recommendations for disseminating outcomes and findings from this process with partners.
4. Recommendations to better define and operationalize GFC's M&E capacity-building support to partners, particularly in relation to tracking and reporting on program outcomes.
5. A detailed M&E system guidelines document.
6. Training to GFC staff on completed M&E framework, including recommended M&E tools, methods and approaches.

Qualifications

Consultant/Firm will have demonstrated experience working with NGOs or preferably foundations in a collaborative process to design a theory of change and articulate it visually and in writing as a key foundation for evaluation, communications and other organizational processes. Consultant/firm will also have solid experience assisting foundations to develop a monitoring and evaluation framework for assessing the aggregate impact of grantmaking across multiple issue areas and geographies. Consultant/firm should have an understanding of the operating environments and capacities of international community-based organizations in terms of data collection and analysis. Consultant/firm should have experience providing training to NGO or foundation staff on effectively implementing M&E systems. Experience related to youth development, empowerment and/or child rights is valuable.

Contract Duration and Logistics

Exact start date and deliverable schedule will be determined upon selection of the consultant/firm. Start date is desired in June 2018 with final project completion by or before end of October 2018. The consultant/firm will be based in Washington, DC, or in any other place from which travel to Washington, DC is feasible and cost effective. The consultant will be selected on a competitive basis evaluated on the ability to meet requirements of the terms of reference and cost effectiveness.

The project will be supervised by the Vice President of Programs with input from multiple members of staff and other stakeholders. GFC does not currently have dedicated monitoring and evaluation staff, but expects to recruit a MERL officer in Q3-4 2018.

How to apply

To apply, please send the following materials:

- 1) Technical proposal explaining the consultant/firm's experience, approach and proposed methodology for carrying out the required assignments (no more than 3 pages).
 - a. Technical proposal should contain the following components:
 - i. Approach and methodology
 - ii. Methodology should include proposed process for stakeholder engagement, including staff, board, grantee partners, etc. If client/firm is not in DC, proposal should detail methods for connection with team in DC.
 - iii. Related experience, in particular related to theory of change development, establishing M&E frameworks for funders or organizations that do not implement programs directly, and child/youth rights or empowerment work, if applicable.
 - iv. Proposed timeline with a final end date by October 2018
- 2) Detailed budget providing the cost of the consultant's services, inclusive of travel, graphic design of TOC and all other expenses.
- 3) Resume, curriculum vitae or bio for lead team on this project.
- 4) Please indicate any professional level foreign language skills.
- 5) List of past clients for whom the most closely related work was conducted, indicating those who may serve as professional references with contact information.
- 6) Please submit all documents to coser@globalfundforchildren.org by 5 pm EST June 1, 2018.
- 7) Please direct questions about this TOR to Corey Oser at coser@globalfundforchildren.org.