



Terms of Reference (Revised)

Monitoring & Evaluation Re-design Assignment

Lead consultant

October 2017

1. About Amref Health Africa

Amref Health Africa (herein referred to as Amref) is an international health development organisation founded and headquartered in Kenya. Our vision is lasting health change in Africa.

Amref started 60 years ago as the Flying Doctors of East Africa to provide critical medical assistance to remote communities in East Africa. Today, Amref works with the most vulnerable African communities through its country programmes in Ethiopia, Kenya, South Sudan, Tanzania and Uganda, and its Southern and West Africa regional hubs. Through its laboratory, clinical outreach and training programmes, Amref reaches over 30 countries in Africa. The organisation's work is supported by 11 offices in North America and Europe.

With over half a century of experience in delivering health care and building health systems in Africa, Amref supports those at the heart of the communities, particularly women and children, to bring about lasting health improvement. Amref works with people in these communities to build their knowledge, skills and means to improve their health including health systems strengthening and capacity building.

2. Background to and objectives of the assignment

Amref is on an exciting journey and has just finalised developing its corporate strategy for the next five years (2018 -2022). There are three overarching pillars in the strategy; developing Human Resources for Health, delivering innovative & sustainable health services; and enabling investments in health. The new strategy focuses on transitioning of some of its work to Social Enterprises as a diversification mechanism across a diverse and growing portfolio as the organization continues to be a leader in fronting the health agenda in Africa.

This new corporate strategy asks for a M&E framework which is in line with the new

corporate strategy. Therefore, Amref has constituted an internal multidisciplinary team which includes programme and M&E from corporate, country, Europe/North America offices to serve as the M&E task force. The Task Force will be led by an external technical lead and will report to the Steering Committee chaired by the GCEO.

The overall objective of the Task Force is to develop a structured M&E framework and the necessary tools/guidelines for Amref Health Africa and ensure the framework meets the M&E and learning agenda of the new organisation's strategy 2018 – 2022.

This task force will have five interrelated functions:

1. Finalize a global of Indicators aligned with Amref's focus areas;
2. Develop standardized M&E processes, identify M&E competencies, including identification of leadership roles and accountability structures;
3. Develop a framework for continuous assessment of data quality, data demand and data use, including clear identification of roles and responsibilities of programs and M&E teams
4. Make recommendations for the information system to be used that allows monitoring the results by data consumers within the organisation; and
5. Translates the M&E framework into concepts and a logic that is understood by staff throughout the Amref offices

3. The assignment

Below mentioned terms of reference is an indication of expected tasks and deliverables of the Task Force. The assignment will start with a short inception phase (of about two weeks) where the task force (including the lead consultant) will determine what is needed to lead to an ambitious and realistic planning with activities that will result in a rock solid and simple M&E framework.

i). Indicator identification, definitions and reviewing

Based on Amref's new strategic plan, different level of indicators at impact, outcome and output levels have been proposed in line with the three strategic pillars. The task force will review these proposed indicators, propose new or alternative indicators where needed and ensure their validity, reliability, sensitiveness and specificity to the work done by Amref Health Africa.

ii). M&E processes, capacities and accountability

Processes: Develop ME &L strategy responding to the 2018 -2022 organization strategy; Assess if existing guidelines, tools, reporting and training needs to be modified, adapted or news ones developed; adjust as necessary based on revised and new indicators. Ensure standardized tools across organization: data collection tools, reporting guidelines and tools, baseline, and end line guidelines, advocacy measurement tools, country assessment and

rapid response guideline, learning capturing tools and action tracker tool. Propose plan for validation, approval, and roll out of the whole package and for incorporation of periodic reviews and updates into Amref's strategy.

Capacities: identify competencies required for revised ME & L; conduct gap identification and analysis; review JD and current capacity; determine revised structure and staffing level required for ME&L implementation. Propose recommendations on training and coaching plan for staff.

iii). Leadership and accountability

Establish an accountability matrix at the corporate and country level; This may include these responsibilities: Project manager- Implement and ensure indicator reporting monthly; Head of programmes - oversight to projects; Country director- fully accountable of all M&E deliverables; HQ- Coordination and reporting to Chief executive (monthly reporting will have the following aspects: How is M&E working, what do we know about the indicators)

iv). Data quality, demand and use

Establish a quality assurance system; identify mechanism to create a culture of data demand and use for programmatic and strategic decisions; develop a learning agenda for the new ME&L strategy: address knowledge management, research and linkages with communications; identify necessary tools and approaches for capturing learning at country and corporate levels; develop implementation mechanism and sustainability plan.

v). Deliverables of the assignment

1. Detailed work plan on how to undertake this assignment
2. Validated list of indicators, methods, frequency of reporting/collection and revisions/updates
3. Revised sets of tools and guidelines for the MEAL processes
4. Staffing analysis and recommendations on revised corporate and country level MEAL needs and gaps.
5. MEAL matrix, and frequency of reporting.
6. Implementation plan for revised MEAL framework.
7. Recommendations concerning information systems
8. Roll out M&E framework across organisations and build capacity of staff in its use

vi). Timeframe

The duration of the assignment will be six months starting as soon as possible.

4. Profile and qualifications of the external consultant

Amref seeks a highly experienced consultant who will serve as the external technical lead of the M&E Task Force.

The consultant should have the following profile:

- At least five years continuous experience in monitoring, evaluation, accountability and learning
- Proven experience with similar assignments in a larger international NGO
- Sound knowledge in MEAL design, data collection and data analysis
- Ability to present information concisely in an attractive manner
- Good written and verbal communication skills in English
- A good team player but also be able to work independently
- A hands-on person

5. Application

If you meet the above criteria please submit a technical and financial proposal with evidence of previous assignments of similar scope that you have undertaken to tender@amref.org on or before **November 14, 2017**. We wish to indicate that the applications will be reviewed on a rolling basis as they are received.