

# Terms of References for the evaluation of “Transnational capacity building project for deaf associations” 2017-2021

## 1. Background

The “*Transnational capacity building project for deaf associations*” is a three-years intervention following an inception phase (2016-2017) - a part of a long-term support to national associations of deaf in West Africa targeting Mali, Niger, Togo, Ivory Coast, and Ghana National Association of Deaf (GNAD). GNAD is the main project partner, hosts the project secretariat and carries a mentoring responsibility as the most experienced organisation of deaf in the region in cooperation with the West and Central Africa Regional Secretariat (WCARS) of the World Federation of the Deaf (WFD). GNAD has been supported by Danish Deaf Association (DDL) for more than 10 years and it has developed from a small and relatively weak organisation of deaf to an organisation with moderate strength and national coverage, widely recognized by government, key authorities, general public, the disability movement and members. Valuable experience gained along the way, includes how best/not to combine specific support to an organisation of deaf along with support to development of in-country Sign Language Interpretation (SLI) capacity and inclusion of deaf in the national disability movement while pursuing advocacy for the rights of deaf according to the UN Convention on Rights of Persons with Disabilities (UN CRPD).

The objectives of the transnational capacity building project are:

1. The leadership and management skills of the four national associations of deaf (TDAs) are improved
2. The TDAs have increased their capacities to advocate for deaf people in their countries
3. An effective network and communication structure between the associations are established enabling them to share knowledge and experiences

The project was originally planned to end in 2020, but due to the COVID-19 pandemic, it has been extended till end of 2021 and an additional “interlude project” added (for 2021 only) in order to regain momentum and maintain capacity built before start of the pandemic. Some activities of this interlude project are linked closely to the project and therefore also under evaluation (particularly the activities “Joint training of the four deaf organisations” and “Hands-on support to International Week of the Deaf”). The project approach is based on human rights and a peer-to-peer organisational support allowing for unique sharing of experience and growth of a strong regional and global movement of deaf. It is funded by Danida through The Danish Disability Fund and managed by DDL.

Much experience harvested during development of GNAD is reflected in the transnational capacity building project focusing on Mali, Niger, Togo and Ivory Coast, and it has already been proved that replication of known approaches is worthwhile though at the same time challenging. Geographical distance along with different political, social, economic and cultural contexts present new challenges to be understood and overcome. Key approaches of the transnational project, which are building on experiences from Ghana, include:

1. Use of a Training of Trainers (TOT) model to capacity building of the four national associations of deaf with focus on “show-how” rather than “tell-how” and use of two focal trainers in each country;

2. Use of parallel capacity building of deaf associations in the four countries to enable barrier-free sharing of experience within the West African community of deaf *before* targeting closer cooperation with the respective national disability movements (requiring access to quality SL interpretation, which currently is not available);
3. Use of the Octagon tool to measure organisational capacity;
4. Focus on building basic in-country Sign Language Interpreter (SLI) capacity along with building organisational capacity;
5. Use of a Local Activity Fund (LAF) to allow for application of learnt skills and support to minor advocacy activities;
6. Continuous collection of experiences and training material for update of WFD organisational manual to be shared - now at a virtual learning platform;
7. Use of the WFD West and Central African Regional Secretariat (WCARS) for processing of data in order to strengthen cooperation and contact between the regional office and national members of WFD. How to strengthen gender equality and age-diversity systematically, which has not yet been systematised as an approach.

For several reasons most approaches have been adjusted or paused during the roll out of the project. This is reflected in the latest adjustment of the results framework (LFA) approved 2020 by Disabled Peoples Organisations Denmark (DPOD) as well as annual reports and approved proposal for additional interlude-project 2021. Particularly the TOT approach has been less successful than expected and the need for more hands-on support overwhelming, largely due to the very low educational level in the four countries; the parallel capacity building of the national organisations slower and more difficult than expected; basic training in SLI postponed as the four organisations found organizational capacity building more important; establishment of the virtual learning platform more complicated and work-intensive than expected; and the very practical involvement of WCARS is limited. Use of the Octagon for measuring organizational capacity has been successful and reconfirmed that Octagon is a relatively easy and useful tool, though still insufficient to measure access to SLI, SL proficiency (among leaders, members and staff) and gender and youth concerns, which are significant capacity aspects.

Given that the transnational capacity building project forms a part of a long-term support to the West African Region this evaluation has a strong focus on how approaches can be refined or rebuilt in order to increase impact and to a less extent being a classical assessment of what has been achieved for which costs.

## 2. Objectives

The evaluation of the *“Transnational capacity building project for deaf associations”* has 3 objectives:

1. To assess achievements and preliminary impact of the project with focus on effectiveness, efficiency, coherence and social/organisational sustainability. The assessment should cover the total project and closely related activities of the 2021 project *“Reflecting and Maintaining Momentum during the Pandemic”* and include a closer study of two of the four countries, e.g. Ivory Coast and Togo.
2. To assess the feasibility of the key approaches of the project (presented above) and recommend adjustments, in particular regarding the TOT approach, the parallel/transnational capacity building approach enabling regional barrier-free communication and the involvement of WCARS.

3. To recommend adjustments of key approaches, which serve
  - a. increase of impact
  - b. cost-effectiveness
  - c. strengthening of regional experience sharing and solidarity among deaf men and women
  - d. more focus on gender equality and age diversity within the organisations of deaf.

### 3. Scope of work

The evaluation will address the issues and questions listed below:

#### General

- Has the project achieved what was planned?
- Has the project built sustainable organisational capacity in Niger, Mali, Togo and Ivory Coast?
- Is the network and communication structure established effective?
- Is the project setup and the division of roles and responsibilities between the different actors appropriate?

#### Project strategic level

- Is the transnational approach to strengthening of national organisations of deaf feasible, effective and efficient? Could a stronger focus on strengthening the national organisations in-country and without linkage to the regional level increase impact?
- Is the enabled barrier-free communication within the region utilised by members in the 4 countries? Has support to communication provided during 2021 made any change?
- What value is added by letting GNAD host the project secretariat?
- How can the practical WCARS involvement in the project be increased?
- What value has DDL added to the project?
- Has joint regional activities (Training and Project Forum) been well balanced with in-country activities and hands-on support provided by Project Training Officer (PTO), Project Coordinator (PC) and Executive Director (ED) of GNAD?
- Have the joint regional activities been “value for money” and added value to the regional cooperation and overall impact? How can their contribution to impact be increased?
- Which value has LAF added to the project? What has been achieved with the help of the LAF?

#### The Training of Trainers Model

- Is the joint TOT approach to capacity building feasible given the capacity to learn in the four countries (the big illiteracy and low level of education), the capacity of focal national trainers to learn and train others, the capacity of the Project Training Officer to train trainers from varied contexts, curriculum and training tools available?
- To which extent has the “show-how” approach to capacity building (in contrast to “tell-how”) worked as expected and how should it be further adjusted?
- Did the hands-on support to international week of deaf included in the “*Reflecting and Maintaining Momentum during the Pandemic*” project succeed as expected? Did the linkage of training to practical planning, implementation and reporting of an activity as International Week of Deaf increase impact of training? Was it “value-for-money”?
- How can recruitment of focal national trainers for further training of members be improved and use of them increased?

- Could a mobile unit of trainers travelling from country to country be a feasible “value-for-money” alternative to the TOT approach?

#### **Administration, coordination, monitoring, evaluation and learning**

- Have adequate resources been invested in strengthening capacity of the key project staff including Project Coordinator and Project Training Officer given the fact that it has not been possible to recruit top qualified staff in West Africa (since SL proficiency and familiarity with the deaf community were mandatory)?
- What should be prioritised the most regarding strengthening of project staff capacity when considering achievements and encountered challenges within the project?
- Has the project set-up contributed to achievement of results (delaying or supporting)?
- How is monitoring of financial management by the four national organisations prioritised compared to monitoring of activities?

#### **Cross-cutting concerns: Gender equality and age-diversity**

- How can gender equality and age diversity be pursued in a simple way and at a basic level in planning and reporting of activities?

## **4. Methodology**

With reference to the time plan in section 6, the evaluation will be based on desk studies and assessments, interviews with relevant stakeholders in Denmark and West Africa and field visits tentatively planned for Ivory Coast and Togo as well as participation in discussions at the joint Project Forum for all involved organisations. It is expected that ordinary field visits will be possible, but due to the COVID-19 pandemic, flexibility of the Evaluation Team to adjust to changed circumstances and restrictions is necessary. It could include that on-line interviews will substitute physical on-the-spot-interviews with informants. The initial desk studies will be concluded with an inception note outlining the further steps of the evaluation, people to be contacted and refined methodology to guide the collection of data and field visits. A mixture of quantitative and qualitative methods should be included, and the general approach reflects inclusion, participation, gender sensitivity and age consciousness.

The purpose of the field visits is two-fold in accordance with the evaluation objectives. Achievements of the project should be identified, validated, compiled and assessed, but also the project approach as it has been enfolded should be assessed and challenges as well as possible improvements considered in dialogue with the target group, key stakeholders and project staff. DDL and GNAD are aware of a number of challenges in the project already and attempts have been made to address and overcome these, so the mere identification of challenges should not stand alone, but be accompanied by analysis of the challenges and tangible recommendations to improvement. This may involve some cost-efficiency and cost-effectiveness analysis as well as balancing and comparison of the input with often hard-to-grasp-exactly outputs. In this regard, exact calculations requiring access to specific documents is not a priority, the point is to clarify advantages, costs and disadvantages of different approaches to development of the deaf organisations. The rather usual conclusion that development of disabled people’s organisations is expensive and challenging due to the disability and context should at best be avoided, and ways to address and handle the fact be put at the centre.

#### **Documents to be studied should include**

- Project proposal for “*Transnational capacity building project for deaf associations*” 2017-2020
- Revised LFA 2020 and approved no-cost-extension of the project 2020

- Annual reports 2018, 2019, 2020
- 6-months progress reports 2018, 2019, 2020
- Reports from major activities as first Training of Trainers and Project Forums
- Activity reports from case countries
- Project accounts 2018, 2019, 2020
- Internal Mid-term Review report
- Training material for TOT
- Updated Octagons for the four organisations and GNAD
- WCARS website
- LAF project reports
- Evaluation and end of project report related to “Transnational Capacity Building Project for Deaf Associations – Inception phase” (2016-2017)
- Draft of Learning Platform website
- Project Proposal for “Reflecting and Maintaining Momentum during the Pandemic” (2021)

## 5. Outputs/deliverables

**Inception note (5-10 pages) in English** based on desk study and initial interviews. It will present main issues to be addressed during data collection/fieldwork, detailed outline of methodology and work plan. The inception note will serve as input to meeting between Evaluation Team and DDL.

**Debriefing note (3-5 pages) with brief PP presentation in English and French** to all attending the Project Forum in Accra (18<sup>th</sup> – 22<sup>nd</sup> October 2021) that summarises the findings and recommendations for discussion and validation.

**Evaluation report (Max. 30 pages excluding annexes) with PP presentation in English and French** presenting findings, conclusions, and recommendations. The report shall comprise an executive summary of not more than three pages. Conclusions and recommendations shall be stated in a separate section. The report will be written in English and partly translated to French.

## 6. Time plan

Below is a tentative time plan for the evaluation, a more specific time plan will be agreed upon when the evaluation is being commenced.

Phase	Activities	Output	Timing
Inception phase including desk studies and data collection in Denmark	Meeting with DDL to clarify selection of countries, methodology and timing of field studies.  Preparatory desk study to analyse key documents, in particular as related to organisational and financial management. Based on this, the team will draft inception note presenting approach and methodology of field study.	Inception note	September 2021

	<p>Data collection and initial interviews with DDL and GNAD key staff and resource persons in Denmark.</p> <p>Meeting between Evaluation Team and DDL to discuss Inception note.</p> <p>Planning of field studies and virtual meetings.</p>		
Field studies including data collection by local consultant(s) and/or international consultant	<p>Meetings, interviews and discussions with GNAD and the organisations of deaf in particularly Ivory Coast and Togo to assess achieved results, performance and lessons learnt as well as feasibility of applied approaches.</p> <p>Meeting with all involved at the Project Forum (18<sup>th</sup> - 22<sup>nd</sup> October) in Accra for collection of data and presentation of preliminary findings.</p>	<p>Country notes (Ivory Coast and Togo)</p> <p>Debriefing note</p>	October 2021
Analysis and Report writing	<p>Preparation of draft report for comments and discussions.</p> <p>Finalisation of report and translation into French.</p>	<p>Draft report in English</p> <p>Final Report in English and French</p>	<p>October/November 2021</p> <p>Submission of final report by mid-November.</p>

## 7. Qualifications required

An Evaluation Team of one international consultant based in Denmark and a local consultant based in West Africa is required; The team should hold relevant education, solid experience with organisational development and rights based civil society organisations in developing countries, experience from similar assignments, experience with capacity building of Disabled People's Organisations in Africa, experience with quantitative and qualitative methods, regional knowledge and good skills in English and French.

## 8. Budget

A total of 125.000 DKK will be available for the evaluation, including travelling. Daily fee of the international consultant should not exceed 3.800 DKK and total number of working days to be distributed between the international and local consultant not be less than 25. Please note: Work/travel on weekend days is expected during the field visits.