



## **External Evaluation of the Global Alliance for Community Philanthropy**

**10<sup>th</sup> March 2015**

Dear Colleague,

Please find enclosed a Tender Information Pack for the external evaluation of the Global Alliance for Community Philanthropy (GACP). This pack sets out:

**Document A: An explanation of the Terms of Reference**

**Document B: A summary of the programme and its components**

**Document C: The proposed evaluation methodology**

**Document D: Internal monitoring processes in place for GACP**

Completed tenders should be returned to Jenny Hodgson, Executive Director of the Global Fund for Community Foundations (GFCF), at [jenny@globalfundcf.org](mailto:jenny@globalfundcf.org), by no later than Wednesday 29<sup>th</sup> April 2015. The timetable is as follows:

Deadline for submission of Tenders: Wednesday 29<sup>th</sup> April 2015

Short listing: Wednesday 6<sup>th</sup> May 2015

Interviews (if applicable): Wednesday 13<sup>th</sup> May 2015

Notification to applicants: Monday 25<sup>th</sup> May 2015

Meeting with GACP Team: Wednesday 10<sup>th</sup> June 2015

If you have any queries regarding the submission of your tender documentation, please contact me on +44.289.058.3772 or [avila@globalfundcf.org](mailto:avila@globalfundcf.org).

Yours sincerely,

Avila Kilmurray

## **DOCUMENT A**

### **TERMS OF REFERENCE**

#### **Context**

1. The GACP is a multi-donor and multi-stakeholder collaborative which aims to advance the understanding and practice of community philanthropy. It seeks to achieve this by drawing learning from current practice alongside supporting comparative models of community philanthropy. It also seeks to influence the donor community and international development actors to better understand community philanthropy through the dissemination of relevant action-learning reflections and case study materials. The Alliance believes that well-grounded community philanthropy has a critical role to play in the sustainability and vibrancy of civil society and in contributing to important development outcomes.
2. The working hypothesis developed by the Alliance suggests four interrelated linear and casual relationships underpinning community philanthropy:
  - The first is that various inputs (e.g. local funding, time, knowledge and leadership combined with external information, assistance, networking and funding) will lead to the development of community philanthropy).
  - The second is that community philanthropy will build assets (endowments, social enterprises, grant-making funds and involvement); capacity (organizational expertise, knowledge, leadership and adaptability); and social capital (trust, credibility, accountability and sense of local ownership).
  - The third is that the combinations of such assets, capacity and social capital will sustain civil society.
  - The fourth is that sustained civil society will improve development outcomes.
3. Community philanthropy is inclusive of organizations that share characteristics that reflect the working hypothesis although they may self-identify using different terms. The most common nomenclatures include community foundations, women's funds, human rights funds, environmental funds and YouthBanks. While open to a diversity of terminology, the shared characteristics are demonstrated by locally-based philanthropic organizations which are (i) connected to local communities/sectoral groups and are sensitive to their priorities; (ii) seek to mobilise a local culture of philanthropy and build an asset base that is long-term in nature and drawn from multiple sources; (iii) empower grassroots groups and civil society organizations through grant-making and added value support to meet need and plan for the future; (iv) develop organizational governance that is both multi-stakeholder in composition and both accountable and transparent in form; and (v) builds a sense of community trust, resilience and solidarity.
4. The GACP is led by the Global Fund for Community Foundations (GFCF) which is responsible for the management and implementation of its programme of work and secretariat. The GACP is guided by an Advisory Committee of partners and is continually informed by practitioners of community philanthropy around the world. The GFCF was awarded the remit of the secretariat of the GACP in 2013, with the initiative set initially as a five year collaboration (2014-2018).
5. External evaluation is critical to the creation of an independent story of the GACP programme and will also contribute to the implementation of the work in a number of ways in that it will:
  - Measure the impact of the overall programme using a variety of methods.
  - Verify the information being collected by the GFCF and its fit with the overall programme objectives.

- Support and inform the collation of information by the GFCF to enable annual summative reports to be provided to the GFCF board and the respective GACP partners.
- Make interim recommendations for actions, where appropriate, to enhance the story and the progress of both specific aspects of the overall programme, and the programme in its totality.
- Include themed evaluation focus groups/cluster events, where considered appropriate, to provide participative input into the overall programme evaluation.
- Reflect on the implementation and learning arising from the GACP programme for the development of policy, practice and potential further initiatives of a collaborative nature.
- Make recommendations as to how the overall findings, impacts, successes and barriers of the programme could influence future policy, practice and further initiatives with regard to the promotion of community philanthropy.

### **GACP: Internal monitoring and evaluation processes**

6. Document B describes the aims, objectives and model of implementation of GACP programme. A number of commitments are already in place with regard to internal programme monitoring and evaluation requirements. These will be further detailed in Document D. The external evaluator will be expected to support the GFCF team in finalising summative reports that are required by the GACP partners across the period of the Programme. A final quantitative and qualitative evaluation report will be required by March 2019.
7. The proposed evaluation approach is set out in Document C which explains the preferred principles underpinning the overall design and the main components. The programme level evaluation should make informed comments on achievements, barriers, learning and policy issues. Your tender response should detail the methodology that will be adopted both at the level of supporting the GACP programme learning over the course of the initiative, as well as demonstrating how it will contribute to the overall impact of, and learning from the programme work. It should detail how, and what, information will be collected, developed and shared in order to promote the work of the programme. Previous relevant work should be noted. While not essential, experience of working with USAID and the philanthropic donor sector would be useful.
8. The External Evaluator(s) will provide an Interim Evaluation Report on the overall work and impact of the GACP in February 2017, and a Final Report by March 2019. Annual Update Reports that will be considered by the GACP Advisory Committee will be made available on an annual basis.

### **Selection criteria and scoring matrix**

9. Tenders will be selected for their ability to demonstrate a high quality, rigorous approach which offers value for money to the programme. Specific criteria will include:

|   |          |
|---|----------|
| <ul style="list-style-type: none"> <li>• Understanding of the proposed approach to this evaluation and the context in which the GACP programme is operating;</li> </ul>       | 10 marks |
| <ul style="list-style-type: none"> <li>• Understanding of the processes of community philanthropy and multi-stakeholder collaboratives, as well as appropriate and</li> </ul> | 15 marks |

|  |   |
|--|---|
| relevant evaluation methodologies for engagement with a range of both local and multi-national organizations.  |   |
| <ul style="list-style-type: none"> <li>• Experience of carrying out formative external evaluations;</li> <li>• A proven track record in programme evaluation involving social and community initiatives and learning collaboratives;</li> <li>• The ability to develop and use indicators and methodologies that will capture the impact of activity on community philanthropy and donor policy formulation.</li> </ul>  | 10 marks<br><br>10 marks<br><br>10 marks          |
| <ul style="list-style-type: none"> <li>• Demonstrating a clear methodology to evaluate the GACP as a collaborative learning consortium thereby adding value to the proposed GACP working hypothesis.</li> </ul>  | 15 marks  |
| <ul style="list-style-type: none"> <li>• The quality, proven relevant experience and accessibility of personnel identified to undertake the assignment;</li> <li>• The capacity to support the work from the date of appointment to the completion of the assignment.</li> </ul> <p><b>In the event of a Sole Applicant, a full CV should be provided. For team applicants, a team leader should be identified and a CV for each team member provided with each role clearly detailed.</b></p> | 15 marks<br><br><b>Essential for appointment.</b> |
| <ul style="list-style-type: none"> <li>• Demonstrate value for money.</li> </ul>   | 15 marks  |
|  | 100 marks   |

### Making a response

10. You should respond to this invitation by supplying one electronic copy (**all copies to arrive by the closing date of Wednesday 29<sup>th</sup> April 2015**) that should *inter alia* include the following components:

- Your understanding of the brief, including the methodology and proposed approach;
- Any comments you wish to make on the proposed approach (Document C) including recommendations for the development of the methodology;
- Your approach to the organization and management of the assignment and especially your ability to commit to the work over the required period;
- The CV's of the personnel involved in the assignment;
- The specific work that each of the individuals will carry out on the assignment;
- If a joint application, a nominated team leader must be identified;

- All costs and expenses relevant to the delivery of the assignment should be identified and itemised;
- A statement of experience detailing work previously completed in the area of this evaluation;
- The names and addresses of two clients for whom you have completed similar assignments (detailing the nature of the work undertaken for them).

**Submitting your tender**

11. Completed tenders should be submitted to:

Jenny Hodgson, Executive Director  
Global Fund for Community Foundations  
[jenny@globalfundcf.org](mailto:jenny@globalfundcf.org)

Completed tenders must be submitted no later than Wednesday 29<sup>th</sup> April 2015. We are not obliged to accept any, or the lowest priced, tender. The absolute maximum cost threshold for this external evaluation, including all costs and expenses, will be up to \$25,000 per annum for each of four years: value for money should be demonstrated.

## **DOCUMENT B**

### **GACP PROGRAMME SUMMARY**

#### **Programme aims**

The GACP aims to create a shared framework for strengthening the global community philanthropy field as an essential dimension of locally rooted development. The Alliance believes that well-grounded community philanthropy has a critical role to play in the sustainability and vibrancy of civil society and in contributing to important development outcomes. As such, the GACP has articulated a set of core values and principles that inform how it carries out its work:

- Collaboration among and between organizations, communities and funders;
- Engagement with the community philanthropy field, its institutions and networks, through the inclusion of local practitioner voices and the promotion of context appropriate approaches;
- Working with partners from across the non-profit, philanthropic, academic and private sectors in a community of practice;
- Shared learning among partners and sharing learning across sectors; and,
- A 'spirit of exploration' that will shape the range of the work, which includes an appreciation of diverse perspectives, experiences and models of community philanthropy.

These core values and principles are translated into four primary goals for community philanthropy:

1. Greater sustainability of civil society through control of assets by local people;
2. Greater ability of local actors to engage in decision-making processes;
3. Enhanced community-led civil society organizational and leadership capacity; and
4. Greater accountability within communities and civil society in order to establish trust.

**An important aspect of the external evaluation will be to consider how these values and principles are translated into practice.**

#### **Programme activities**

The GACP has identified three broad areas of activity. These are:

1. Supporting and highlighting diverse forms of community philanthropy in different global, societal and thematic contexts;
2. Strengthening the evidence base for community philanthropy as a strategy for people-led development through focused action-learning and research which tests fundamental assumptions; and
3. Communications and representation to global stakeholders.

The following diagram was developed to highlight the precise role of the GACP in comparison to that of the GFCF and of the GACP partner institutions. It establishes that the GACP is focused to a greater degree on building the evidence base, learning and building constituencies for community philanthropy, while the more operational aspects of community philanthropy development (e.g. grant-making, convenings of community philanthropy practitioners, etc.) are carried out by the GFCF itself, and by the GACP partner organizations.



The planned activities of GACP have been detailed in annual work plans which will be reviewed and updated on an annual basis. The prioritized activities support the following programme results:

- Development of a reliable centralized information resource on community philanthropy;
- Production of a body of evidence to support the hypothesis that community philanthropy leads to greater sustainability and local stakeholder accountability, as well as better development outcomes, and an analysis of what elements of community philanthropy are most successful at building sustainability in different contexts;
- Increased awareness and adoption of community philanthropy approaches by the development community, leading to an increase in donor and implementer support towards community philanthropy initiatives;
- A platform for engagement and mutual learning amongst community philanthropy practitioners, specifically as related to regional and thematic areas of shared interest;
- Improved institutional capacity within the growing global community philanthropy sector, including strengthening GFCF's sustainability and global mandate
- Improved awareness of community philanthropy as a development approach within the GACP partners, linking to country-level partnerships and pilot projects that document best practices and produce lessons learned about community philanthropy globally.

**An important aspect of the external evaluation will be to consider how the activities undertaken by the GACP contribute to the programme results, and to make recommendations with regards to adjustments in the planned activities.**

### **Programme structuring and collaboration**

The GFCF serves as the secretariat for GACP. The secretariat is responsible for the management and ongoing activities of the Alliance, and has been charged with creating a process for broad participation of stakeholders. This includes engaging with practitioners of community philanthropy around the world in order to achieve the goals of the Alliance.

The partners which currently comprise the GACP include:

- Charles Stewart Mott Foundation
- Rockefeller Brothers Fund
- Aga Khan Foundation (USA)
- USAID
- Ford Foundation

While the partnership may be extended over the lifetime of the GACP, representatives from these organizations, together with the GFCF, currently form an Advisory Committee to support the Alliance. Committee members are expected to engage collaboratively and respectfully in support of the Alliance's efforts to support community philanthropy, sharing information about their own programmes of work and advocating for the shared goals of the Alliance.

Funding partners are expected to commit to funding the GACP for five years, or for however many years remain once they join the Alliance. Funding partners are also expected to contribute time and leadership in the Alliance activities, participate in meetings and events of the Alliance, share knowledge and lessons learned, and connect grantees to the Alliance, as appropriate. Funding partners have equal voice within the Advisory Committee. The evaluation of the Alliance as a collaborative working and learning initiative is a core aspect of the external evaluation contract. Attention should be paid to an assessment of the Alliance in terms of a shared understanding of the nature and value of community philanthropy; the connectedness of Alliance members and the impact of mutual learning; the ability of the Alliance to be outward looking, inclusive and participative of the community philanthropy field; and the benefits/risks of a collaborative approach to both community philanthropy as a field and to GACP members and related stakeholders.

**An important aspect of the external evaluation will be to consider the effective working of the GACP structure and collaboration, and to make recommendations on approaches to collaborative working that will benefit the Alliance during its period of programme work, as well as any future donor collaborative initiative.**



## **DOCUMENT C**

### **PROPOSED EVALUATION METHODOLOGY**

#### **Evaluation framework**

Evaluation will play a critical role throughout the GACP programme; therefore the external evaluator will be required to engage with participants at several stages throughout the programme. While the GFCF secretariat will supply the evaluator with quantitative and qualitative data collected from the activities undertaken, the evaluator will need to work closely with the GFCF team in order to verify the data collected, and to provide an input into consideration of the most appropriate means for sharing, and learning from, the information. This is likely to include a number of publications and reports, details of themes arising across the programme, as well as longitudinal studies of key individuals and organizations over the course of the work.

It is further envisaged that data will be collected through surveys, interviews, forums and ongoing engagement with a range of stakeholders, including:

- Community philanthropy practitioners (local, national and regional civil society actors, identified by GFCF and GACP partners);=
- Independent trusts and foundations
- Infrastructural support organizations for philanthropy
- Other stakeholder agencies and organizations
- Individual thought leaders/academics

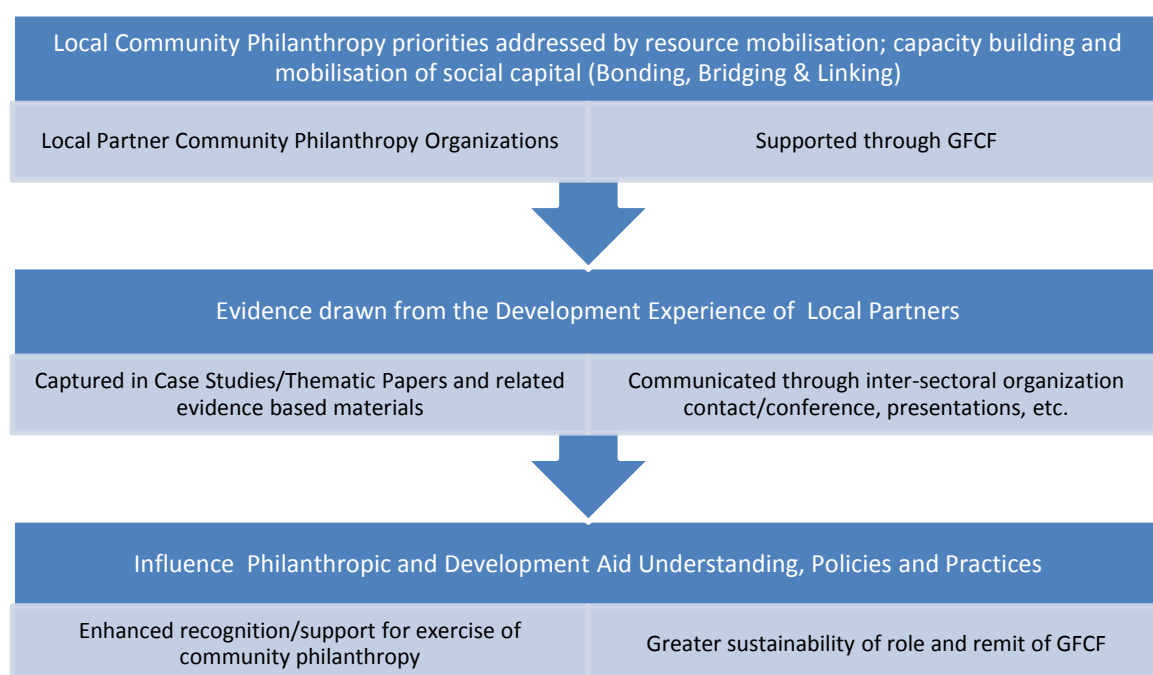
This, together with data collected by the GFCF through its own programme of activities, will be used to track progress against activity targets and project indicators on semi-annual basis. The external evaluation will be expected to comment on, and make recommendations, to ensure the appropriate and effective collection of relevant information. It will be expected that the evaluator will use utility criterion to ensure that the evaluation methodology and approaches will provide the Alliance with information that will be useful.

The evaluator will also be expected to synthesis the progress made through the GACP Programme working at a range of different levels (with local philanthropy organizations; with networking and support organizations; with the GACP partners; and with other regional/global philanthropic partners) into a wider narrative of the full Programme. A key assumption of the broad GACP partnership is that any evidence base on community philanthropy requires rigorous testing if it will be able to convince other funders and the development field of the merits of community philanthropy both in itself, and as a set of strategies that can contribute to development outcomes. The Programme's monitoring and evaluation approach needs to reflect the requirement to build a strong and persuasive evidence base for how, why and where community philanthropy can, and has, led to improved development outcomes.

#### **Results framework and theory of change**

The GACP uses the hypothesis that community philanthropy complements current development approaches by mobilizing resources that make communities and local civil society organizations more resilient against future socio-economic shocks or reductions in traditional development aid. This approach allows short-term donor funding to lead to longer term asset ownership where communities possess the necessary resources and social capital, or community trust, to make development decisions. It prioritises community level participation and sense of local ownership in all relevant decision-making, which, in turn, enhances local accountability and transparency as well as context relevant responsiveness. For the GACP partnership is primary unit of focus in this theory of change is the community philanthropy organizations and practitioners.

The Development Hypothesis outcome is represented graphically below:



The internal monitoring carried out by the GFCF team will be enhanced by the support, recommendations and evidence gathered and collated by the external evaluation. Finally, the results framework will also encompass the effective structuring and operation of the GACP itself, as a model for collaborative working and policy consideration and reflection.

## **DOCUMENT D**

### **INTERNAL MONITORING PROCESS FOR GACP PROGRAMME**

#### **Resources available**

The internal monitoring arrangements for the GACP programme are influenced by the small GFCF Team (GFCF Executive Director; Director – Strategy & Policy; Coordinator – Grants & Learning), with the latter two members of staff having primary responsibility for delivering on the outputs of the Alliance.

#### **Priority areas**

To date the GFCF team has been working to capture the inputs, activities and outputs (to underpin the envisaged programme impact and outcomes) on the following objectives:

- i. Objective 1 – Outputs: To test the Alliance hypothesis (theory of change) through data analysis, targeted research and multi-stakeholder focus group meetings to agree on key metrics and establish baseline data.
- ii. Objective 2 – Outputs: To position community philanthropy (and the Alliance itself) among a range of both community philanthropy, and external, stakeholders.
- iii. Objective 3 – Outputs: To support the development of the Alliance as an effective, and expanded, learning collaborative
- iv. Objective 4 – Outputs: To strengthen the capacity of the GFCF as a key hub institution that can serve and advance the global community philanthropy field.

In addition to the above, data collection plans have been identified to collate evidence around each of the following related objectives:

- To build a body of evidence for community philanthropy through research and learning  
Indicator 1: Number of community philanthropy organizations providing an evidence base for the GACP  
Indicator 2: Number and type of new knowledge and research materials and products produced by GACP  
Indicator 3: Number of bilateral and multilateral donors observed to have changed practices and beliefs incorporating the use of community philanthropy approaches
- Communicate, represent and advocate globally for community philanthropy  
Indicator 4: Number of people reached with articles and speaking engagements on the community philanthropy field and approaches  
Indicator 5: Number of community philanthropy organizations receiving donor funding
- Build the capacity of community philanthropy institutions globally, including GFCF  
Indicator 6: Number of community philanthropy partners that utilise GFCF support in terms of peer learning, convening and networking  
Indicator 7: Number of community philanthropy institutions that report improved capacity

The external evaluator(s) will be expected to work with GFCF team members to rationalize and streamline GACP programme objectives; to identify relevant indicators; and to identify appropriate data collection.