

TERMS OF REFERENCE MID-TERM REVIEW OF ENAF'S STRATEGIC PLAN 2023-2027

1. Background

Echo Network Africa Foundation (ENAF) is a Pan African philanthropic institution that works with like-minded stakeholders to empower, position and advocate for girls and women in Africa. Founded in 1982 as Kenya Women Holdings (KWH), Echo Network Africa (ENA) in 2018 and to Echo Network Africa foundation (ENAF). the vision of ENAF is an inclusive society where girls and women enjoy full rights and participate in the life of the society. ENAF intentionally focuses interventions on girls and women with special attention to young women, women with disabilities and women from marginalized communities. ENAF works with other like-minded stakeholders to empower, position and advocate for women with a specific focus on young women, women with disabilities and women from marginalized communities.

During the period : 2023 to date, ENAF embarked on an ambitious journey guided by the Strategic Plan 2023 – 2027. In June 2025, ENAF will mark Two and a Half (2.5) years since embarking on the current Strategic Plan, hence the need for reflection, introspection and prospection.

The 2023 – 2027 Strategy focused on Six strategic objectives as follows:

1. Enhancing women's meaningful participation in aquaculture and food security-related value chains for sustainable socio-economic livelihoods (Community Resilience and Livelihoods).
2. Promoting gender equality and the full participation of girls and women in democratic processes and leadership at all levels (Women leadership, Political Participation and Governance).
3. Contributing to national peace and cultivating a culture of constitutionalism through inclusive public participation by women (Peace and Conflict Resolution).
4. Eradicating FGM, period poverty, teenage pregnancies, and early marriages, while supporting girls to excel in STEM and thrive in a safe and just society (Girls Excel Initiative).
5. Fostering stable and sustainable families that enjoy their rights and fully participate in the life of society (Financial Inclusion).
6. To explore opportunities and respond to emerging challenges affecting girls and women in countries where ENA has a footprint (Special Projects).

At this mid-term period (June 2025), ENAF seeks to conduct a Mid-Term Review (MTR) to assess progress towards realisation of the above strategic objectives, determine the effectiveness of the interventions and approaches and identify opportunities for course correction and strategic alignment in the remaining implementation period to enhance relevance, efficiency, effectiveness, impact and sustainability.

2. Purpose and Objectives

The primary purpose of the MTR is to evaluate the implementation of ENAF's Strategic Plan 2023-2027 and provide evidence-based recommendations for improving performance and achieving strategic objectives. The specific objectives are to:

1. Assess the extent to which the strategic plan is being implemented as intended across the five thematic focus areas and anchor centres.
2. Evaluate progress towards achieving the strategic objectives and outcomes.
3. Assess its catalytic role (engagement of like minded partners) – Assess LIPs implementation strategy
4. Identify key challenges, gaps, and opportunities.
5. Assess the adequacy of resources, governance, and operational structures in supporting the strategic plan.
6. Assess the resource mobilization strategy
7. Develop a **Results-Based Monitoring & Evaluation (M&E) Framework** to support the remaining implementation period of the strategic plan.
8. The mid term review should also provide reflections on what should be prioritised in the second half of the strategy implementation.
9. Propose **operational alignments** of the different program centers to enhance cross-cutting areas such as mediation across **Peace and Conflict Resolution and Women's Leadership, Political Participation, and Governance, Financial Inclusion and community Resilience (Aquaculture), Recast Girls Excel Initiative interventions for more impact** and finally position Gender Equality and mainstreaming as core to its programming.
10. Provide recommendations to inform the remaining implementation period, including strategies for resource mobilization and sustainability; The mid term review should also provide reflections on what should be prioritised in the second half of the strategy implementation.

3. Scope of Work

The consultant will undertake the following tasks:

- Review relevant documents, including the Strategic Plan, annual reports, and monitoring data.
- Conduct a one-day validation workshop with the staff of the organization to gather insights, review progress, and discuss key challenges.
- Assess the relevance, effectiveness, efficiency, coherence, impact, and sustainability of the strategic plan.
- Identify lessons learned and best practices.
- Develop an **M&E Framework** to monitor and evaluate the remaining implementation of the strategic plan, including key performance indicators, data collection tools, and reporting templates.
- Provide specific recommendations on objective Four of the MTR, particularly governance and operational structures, to ensure they effectively support the strategic plan's implementation.
- Propose **operational alignments** across program centers to ensure better synergy in delivering results, particularly cross-cutting areas such as mediation.
- Engage both **internal stakeholders (staff)** and **external stakeholders (partners, beneficiaries, and donors)** through **key informant interviews, focus group discussions, and surveys** to gather insights on the strategic plan's implementation and impact.

4. Methodology

The consultant is expected to propose a robust methodology, which may include:

- Desk review of relevant documents.
- Key informant interviews and focus group discussions with key stakeholders.
- Surveys or other participatory approaches to gather insights.
- Data analysis and synthesis.

5. Deliverables

The key deliverables for this consultancy are:

1. **Inception Report** – detailing the methodology, work plan, and data collection tools.
2. **Draft Mid-Term Review Report** – presenting preliminary findings and recommendations.
3. **Results-Based M&E Framework** – developed to guide the monitoring and evaluation of the remaining implementation period.
4. **Faciliate Validation Workshop** – to present findings and gather feedback.
5. **Validation Workshop Report** – summarizing discussions, findings, and staff inputs.
6. **Final Mid-Term Review Report** – incorporating feedback from stakeholders.

6. Duration and Timeline

The consultancy is expected to take **30 working days**, commencing **18th August 2025**. The suggested breakdown is as follows:

Activity	Duration (Days)
Inception Phase – Desk review and development of Inception Report.	5
Data Collection – Stakeholder consultations, key informant interviews, and focus group discussions.	12
Data Analysis & Draft Report – Synthesis of data and development of the draft report.	7
Validation Workshop – Presentation of draft findings and feedback.	1
M&E Framework Development – Designing the Results Based M&E Framework	3
Final Report Submission – Incorporation of feedback and submission of the final report.	2

7. Qualifications and Experience

The consultant(s) should have:

- Advanced degree in strategic management, development studies, organizational development, Project Management or a related field.
- Proven experience in conducting strategic plan evaluations, organizational assessments, or similar reviews.
- Strong qualitative and quantitative research skills.
- A team member with experience in developing **Results-Based M&E Frameworks** for strategic plans.
- Knowledge of the gender equality and women empowerment (girls education, peace and security, women economic empowerment, Financial inclusion and democratic governance sectors) in which ENAF operates.
- Excellent report-writing and facilitation skills.

8. Application Process

Interested consultants or firms should submit:

- A technical proposal outlining their understanding of the assignment, methodology, and work plan.
- A financial proposal detailing consultancy fees and any other costs.
- CV(s) of the proposed consultant(s) with relevant experience.
- At least two references for similar work conducted.

Applications should be sent to **Procurement@enafrica.org** by **8th August, 2025**. Proposals will be reviewed on a rolling basis.