

## Schedule One: Terms of Reference

### Introduction

*“Everyone should be free to live a safe and dignified life, have family and make their contribution to society. The Other Foundation works to change the views, practices and institutions that prevent people – because of who they are and who they love – from being able to do that in southern Africa. We gather support for those who are working to protect and advance the freedom, equality, and social inclusion of homosexual and bisexual women and men, and transgender and intersex people – and we give support in a smart way that helps groups to work better for lasting change.”*

*[The Other Foundation]*

With a powerful vision and a solid plan to reach it, the Other Foundation, established in 2014, is now ready for its first external evaluation. This Terms of Reference [ToR] is the basis of the External Evaluation. The Terms of Reference articulates the intention of the organisation in conducting the External Evaluation and an agreed approach, conceptual framework and methodology of the evaluation team and the organisation. The ToR reflects the shared commitment of all involved to international standards of good practice in relation to conducting external evaluations as well as a passion for conscious, creative and critical thinking about the communities, the politics, the movements, the work and organising and the changes that they must contribute to.

The External Evaluation will not be evaluation as usual and will not be stuck or trapped in the conventional for the sake of managing the perceptions of actors in the evaluation industry or elsewhere. This Evaluation must offer and opportunity for open and deep reflection and thinking by those who do the work, those who oversee and support it and those who participate in various aspects of the work with a view to contributing to real and lasting change in society.

It will be conducted between April and August 2019 by a team of two evaluators with complementary skills and experience, aligned to the vision of the Other Foundation.

### Background

The Other Foundation was founded by a group of passionate activists for social justice with an interest in creating a community foundation to contribute to building a strong and effective LGBTI movement in Southern Africa. A central concern of the Other Foundation is to strengthen learning amongst both the lesbian, gay, bisexual, transgender and intersex (LGBTI) movement in southern Africa and about effective change-making strategies that advance equality and freedom for LGBTI people in southern Africa.

The Foundation is known as an effective and innovative knowledge producer, convener, grant maker, communicator, and fundraiser.

More than 270 grants have been given to over 200 organizations and individuals. Eighty-two percent (82%) of grants have been made through participatory grant making processes. Activists from the region recommend grants to be given.

A South African national public opinion survey was undertaken. National studies of the operating environment and state of the LGBTI sector in 10 southern African countries were undertaken. An analysis of themes and trends was published.

The Foundation has also published 2 research papers on homophobia and the churches, and a discussion document on the size of the LGBTI economic market in South Africa.

Building on the success of its initial October 2015 *kopano* regional convening of activists in Soweto, the Foundation partnered with a selection of leading LGBTI organizations in the southern African region (i.e. LEGABIBO in Botswana, LAMBDA in Mozambique, IRANTI-ORG in South Africa, Gender Dynamix in South Africa, and TIAMON in Namibia) to co-convene an executive-level *kopano* in late May 2017, bringing leaders of all the key LGBTI anchor organizations from across the southern Africa region together to collectively reflect on the state of the movement across the region, and the relevance, and effectiveness of the strategies used to make social and policy change happen. Over a two-day period, 30 leaders from key LGBTI anchor organizations from 13 countries in southern Africa engaged with one another.

Assessing capabilities as leaders in the region, the executive level mini-*kopano* challenged leaders to examine whether the current state of the movement is able to deliver the kind of change we want to see. It deliberated on what the strengths, limitations, and gaps are, and how we can build a more capable movement.

In November 2017, the Foundation gathered about 200 activists and allies from more than 15 countries in *kopano Accelerating Change* - which, by all accounts from the discussants, was a pivotal moment in the formation of an LGBTI movement across the region. Discussants in this convening included activists and allies from religious groups, traditional leaders, parents' groups, business groups, and philanthropic agencies. In response to the outcomes that emerged from the earlier executive-level mini-*kopano*, the bigger *kopano Accelerating Change* invited discussants to engage in a broader and deeper dialogue and learning exchange about our collective understanding of how social change can be accelerated across southern Africa. More than just a conventional conference-type event, the *kopano* is a solutions-focused community gathering with a deliberative process – in which attendees are invited to take leading roles as panelists, facilitators, rapporteurs, volunteers, and discussants – to respond in a more agile and effective way to the contextual developments organizations in southern Africa and to act more boldly to engage the public in the countries of the region.

The Foundation convened more than 100 participants from 13 countries representing interested church groups and LGBTI organizations in April 2016.

The Foundation has convened a business network to support the development of LGBTI businesses, to link them into the supply chains of big companies, and to support workplace diversity and inclusion initiatives in big companies.

A smaller “executive” session was held by the Foundation in October 2018 – for leaders of the movement across the region to reflect together on strategies going forward. This “executive-level” *kopano* is now set to become an annual event.

Partnerships with two mass media houses and two associations of journalists has generated a substantial increase in both the quantity and quality of regional media coverage of LGBTI issues.

The Foundation has 182,000 Facebook followers from across the region.

## **Milestones**

### **General achievements**

- Building capacity of organisations that are working towards the realisation of human rights for LGBTI people through regular strategic leadership convening, peer review grant making and regular engagement.
- The support of an expanding movement of organisations that are led by or directly supporting the transgender community.
- Cultivating and supporting young activists to take on new initiatives.
- Expanding the collaborative space between LGBTI group to develop strategic thinking.

### **Specific milestones**

#### **2014**

- Hosting a donor tour of high net worth individuals.
- Hivos deciding not to invest in the Other Foundation.
- Hosted an initial Peer Review Grant Making Process where the first 40 grants were recommended and subsequently granted.
- Developed mass media partnerships with Mail and Guardian and City Press.
- Appointment Neville Gabriel as CEO and became operationalized.
- Collaboratively developed a 5 year strategy plan with activists and allies that looked at supporting, deepening, expanding and sustaining the growing LGBTI movement through a focus on safe African cities, religion and tradition, parents, and strategic learning.
- Funding secured from Atlantic Philanthropy

#### **2015**

- Help develop an LGBTI refugee working group that would support and advocate for LGBTI refugees from across the continent.
- Hosted a regional strategic development convening of activists and allies called *Kopano: freedom for all*.
- Commissioned 10 scoping studies that looked at 10 different southern African countries and the current situation for LGBTI people as well as looking at the movement in each area. These papers are called the Canaries in the Coal Mine.
- A specific call was made to organizations and individuals who were led by or purposefully benefitted lesbian and transgender people.
- The launch of A Million Ones Campaign that was aimed at sustaining the field with small individual donations.
- The establishment of a fund that could receive money on the Other Foundations behalf in the United States of America.

- The organisations reached 1000 followers on Facebook

## 2016

- The establishment of PLUS, an LGBTI business network that would promote the interests of LGBTI people both in the workplace and as entrepreneurs in small business.
- Held a convening of religious leaders and LGBTI groups that specifically looked at the role of religion in driving violence towards LGBTI people and being complicit in their silence on homophobia. The convening's themes was Homophobia and the Churches.
- The publication of two papers that came out of the Homophobia and the Churches convening: Silent No Longer and When Faith Does Violence.
- The publication of Progressive Prudes, an national attitudinal study that looked at the opinions of South Africans towards LGBTI people.
- Hosted the first regional meeting of trustees in Mozambique
- Supported the launch of an annual Eudy Simelani Lecture that would honour the work being done in the LGBTI movement.
- Moved into a new office to accommodate a growing team.
- The Mozambique government decriminalised homosexuality
- Visited grantees in Zimbabwe to engage them on the current state of their movement and what the role of the Other Foundation is in supporting them.

## 2017

- Hosted a strategic development meeting with core LGBTI institutions in the region.
- Hosted a regional strategic development convening of activists and allies called *Kopano*: accelerating change
- Expanded our media partnerships to Zimbabwe and Malawi.
- Parents of LGBTI people from the South Africa Council of Churches directly engaged church leaders, disrupting a press conference on state capture to raise issues of homophobia in the churches.
- Supported the Southern African Work Place Equality Index that looked at LGBTI people in the workplace and the commitment of their corporate employers to equality and diversity in the workplace.
- Held a dialogue with the Botswana Council of Churches on their role as allies in supporting LGBTI people.
- Supported the expansion of transgender focused work outside of Harare to different areas in Zimbabwe.
- The Anglican Church released a statement supporting the inclusion of LGBTI people in the church.
- Supported the establishment of Southern African Transforum
- Supported the launch of the Pastoral Guidelines for LGBTI People that developed a way for pastors and other church leaders to supportively engage LGBTI people and their families in their different congregations.
- Held a dialogue with the Malawi Council of Churches on their role as allies in supporting LGBTI people.

- Witnessed a large Increase in grant applications from individuals and organisations in Malawi.
- The Foundation registered as a PBO.
- Launch of the annual Gerald Kraak Prize and Anthology

## **2018**

- Hosted a Business Summit on the role of business in the lives of LGBTI people both within their companies but also in supporting the LGBTI movement as a whole.
- Supported the establishment of a Parents of LGBTI people group in Northwest, South Africa
- Supported LEGABIBO in developing project that developed parents to be advocates for LGBTI people.
- Supported litigation by LEGABIBO in Botswana towards their registration
- LEGABIBO is registered in Botswana as an LGBTI organization.
- The decriminalisation of homosexuality in Angola.
- LGBTI activists at GALZ in Zimbabwe held a press conference that publically demanded their acceptance as LGBTI people in the post-Mugabe Zimbabwe
- Engaged grantees in Malawi on their work and the movement in the country as well as the role of the Other Foundation in supporting them.
- Held direct engagement with Bishops of the Methodist Church on their role as allies of LGBTI people
- The ending of the Atlantic Philanthropy grant with all pledged donations being matched.
- Engagement with the film and publication board on the banning of Inxeba

## **2019**

- Published an opinion survey of Malawians attitudes to LGBTI people that follows from the South African one, Progressive Prudes.

Now, five years since its inception, the Other Foundation is ready to carve out dedicated time to reflect and to learn about what has worked and what has not worked in building the vision and the work. The Other Foundation's approach to movement building and accountability entails high levels of participation on the part of activists engaging in processes and projects. An important part of this work is participatory external review and evaluation of the intended and unintended impact of the Foundation's work, to help refine and improve it and to be accountable.

## **Purpose of the Evaluation**

The purpose of the Evaluation is to provide space and opportunities for meaningful reflection and analysis of the Other Foundation and its work within a systematic, well-designed process and contribute to new thinking about strategy and tactics in the next phase of the Foundation's lifecycle. It will enable the Other Foundation to strengthen its effectiveness in supporting LGBTI movements and allies to tackle the daily lived realities of LGBTI people in southern Africa and to become increasingly accountable in its contribution for the change it seeks to achieve.

The Evaluation will have an internal and external audience. It is intended primarily for use by the staff and Board of the Foundation as a guide as they shape the future of the Foundation. In the spirit of transparency, the Report will also be shared widely with all actual and potential partners and the public.

## Guiding Principles of and for the Evaluation

The Evaluation will be guided by a set of basic principles as follows:

- **Love, care and respect** for ourselves as the Other Foundation team and the external evaluators as well as for all those we interact with and for the vision of our movements and organising coalitions and groups
- **Accountability** to ourselves and each other as the Other Foundation team and the external evaluators as well as to the LGBT community and towards the change process as a whole
- **Meaningful participation** of grantees, staff, board, partners in the reflection and analysis and in shaping the recommendations
- **Transparency** in relation to all questions we seek to explore in the spirit of openness and to ensure that there is a good basis for a real, authentic process and insights
- **Recognition of power** as central to deep change process and working with a consciousness of such power in order to enable and facilitate meaningful participation and authenticity.

## Approach

The Evaluation will use an approach which is grounded in the principles above, which in turn will be demonstrated through:

### **Intent:**

**Political intention:** The Evaluation, in keeping with the main purpose of the Other Foundation, is being conducted with great commitment to and focus on building movements and as such the approach will be geared towards questions about the internal and external contexts, capacities and capabilities that enable, facilitate and nurture organising by LGBTI people and their groups and organisations. As such, the intention is to engage everyone in meaningful, relevant and appropriate conversation and dialogue so that both the engagement and its outcomes and outputs all contribute to the building this and related movements and to offering possibilities of shaping and informing the evolution of our movements. The Evaluation is an intellectual project as in a space to take the thinking and analysis of African activists seriously and to nurture and honor this intellectual work and challenge us all to think in new and fresh ways whilst valuing the tried and tested and to make meaning of the work and the experienced of the Foundation and its partners.

**Technical Expertise:** The Evaluation Team have extensive knowledge, skill and experience in various evaluation, review, learning and development frameworks and approaches, as well as in conceptual frameworks, theories and practice related to change processes, the including advocacy, coaching, mentoring, training, facilitation, wellness promotion and healing, counselling and support and

research. In this regard, careful attention is to be paid to ensuring that the Evaluation is technically sound and meets related international standards of good and best practice.

### ***Content***

The Evaluation will be framed with a clear and explicit conceptual framework that centres the politics and ideas associated with individual, community, organisational and systemic change. As such, a feminist framework, the idea of “organisations with soul” [Hope Chigudu and Rudo Chigudu, 2015], that centres an analysis of power, oppression, and privilege with linked acts of resistance towards freedom and social justice in a culture of wellbeing, imagination, creativity, care and love will inform the evaluation methodology. These frameworks will be connected to the Theory of Change, which has been, to a large extent, the guiding framework for the work of the Foundation.

### ***Process***

The Evaluation itself is understood as a process of building power of each individual, group and organisation as they think, question and analyse separately and together. Each engagement, dialogue, conversation, interview, focus group, workshop or other medium of reflection and learning is seen as a serious development space and opportunity and the preparation and actual activity will be treated with the sincere and deep respect that it deserves. We are all really committed to the idea of meaningful participation of all. In this regard, we see the experiences, observations, ideas, views and perspectives of all participants as valid. The staff, board and grantees and the broader LGBTI community are all equal contributors in this process and each have specific and “niche” perspectives, with varying levels of information about different aspects of the Foundation and its work, which we want to ensure there is open and safe space for. The central importance of relationship is understood and appreciated by the staff and the Evaluation Team and this relational work will be nurtured throughout.

We are mindful of the power relations in this process. They include the reality that the Other Foundation is a grant-making organisation and that many who will be engaged for feedback and input have or hope to receive grants. Further, the evaluators have power in this process that may or even be likely to have a bearing on the ways that staff and possibly Board view the team and hence, relate. Our consciousness of power relations will enable us to surface and address these power relations and importantly, to integrate this consciousness into the tools and the approach with each participant throughout the process.

### ***Usefulness***

Both the process itself and the insights, findings and recommendations must be accessible in terms of language, amongst others. It will be written in plain language and as far as possible, avoiding jargon. Where technical language is used, its meaning will be clarified. The Report must also be useful for shaping and informing decisions and future work as well as institutional strengthening within the Foundation. We hope that it will carry lessons for all concerned in their own work. It must meet the sometimes converging and sometimes diverging needs and interests of the various groups and actors who work for and with the Foundation.

## **Evaluation Team**

The Evaluation team will be made up of two independent consultants with significant knowledge, skills and experience in both evaluation and in substantive work at a leadership and senior management level. They will collaborate to design and undertake the Evaluation and produce the agreed outputs. The evaluators are each resident in one of the thirteen countries in which the Other Foundation works: Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, and Zimbabwe. They have formal evaluation experience at a movement and organizational level and contactable references. The evaluators have a deep knowledge of human rights, social justice, gender, sexuality and sexual orientation issues in general and in the region and be at ease working with organizations across a wide range of size, type and focus in the region as well as with a diversity of individuals, located in various formations and institutions. The Evaluators will each lead an area of work with the second evaluator acting as back-up and support:

Internal, organisational evaluation: Hope Chigudu

External, programmatic evaluation: Dawn Cavanagh

The Chief Executive Officer of the Foundation, Neville Gabriel, will oversee and support the execution of the evaluation team's responsibilities with support from the Foundation's Research Coordinator, Samuel Shapiro.

## **Conceptual Framework**

This Evaluation will be based on the main standards that the Foundation set for itself at its inception and expressed through the first five-year strategy and linked documents including the Theory of Change and programme logic framework. Both the design, its implementation and the results and effects will be assessed.

Further, the ideas that inform the approach of the Foundation, including human rights standards and frameworks and a development framework will be connected in a single conceptual framework together with some of the most exciting ideas of African and African-American feminists and from knowledge systems from elsewhere in the global south. Where frameworks from elsewhere are integrated, these will have been tested and worked with by African experts and amended for their purposes.

In assessing the internal organisational aspects [the vehicle/vessel] of the Other Foundation, the Evaluators are to work with three main ideas sets in developing this eclectic overall frame: Organisations with Soul [Chigudu and Chigudu, 2015] and linked with the ancient knowledge system of Eastern communities - the chakras as symbols for an organisation's health and wellbeing and the 5 Capabilities framework – A Dutch model used to assess organisational capabilities and capacities.

In assessing the external programmatic aspects of the Other Foundation, the work of African Sexualities [Author, Sylvia Tamale, 2011] and the work of Patricia Hill Collins and Kimberle Crenshaw on intersectionality will be used as a frame alongside the Other Foundation Strategic framework.

The Other Foundation strategy will offer the main basis for assessment, whilst the thinking from the various external frameworks will link the Other Foundation thinking, intention and work with some of the most provocative and powerful ideas with which some are grappling and working. Again, this theoretical and conceptual frame will be communicated simply and in accessible ways and where technical language is utilised, the sense in which these terms are being used and their meanings will be explained.

## **Design**

### **Scope of the External Evaluation**

The Other Foundation's first external evaluation will systematically review and assess the effectiveness and efficiency of the organisation and its work. It will assess both the organisation internally and its work externally with partners and grantees. It will assess the extent to which the design of the Programme and the organisational and institutional framework of the Foundation were/are relevant, assess any changes are present or likely in actors/individuals, institutions, the programmes and project. It will also assess and identify insights on the question of sustainability of any actual or potential changes.

The Evaluation will review and assess the design of the Programme and the extent to which the objectives were relevant and appropriate as well as assess the implementation and fulfilment of objectives within the Programmatic work (both indirectly through grant making and directly through Projects) of the Foundation during the period under review. The Evaluation will cover the sub-region of southern Africa and the 13 southern Africa countries: Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, and Zimbabwe – with in-depth enquiry particularly in South Africa, Zimbabwe, Malawi and Mozambique. It will also review and assess the Foundation as an institution and the extent to which it is positioned to achieve its political objectives and use technical capabilities and capacities to do so.

Both the successes and failures and the factors that helped and hindered the success of the Programmes and the internal, institutional aspects of the work will be examined, described and analysed.

The Evaluation will not assess in any focussed way the impact in the sense of long term and lasting changes in the lives of the community served. Such an impact evaluation would require a specific design which would include, amongst others, the full participation and leadership of grantees and project partners, amongst others in the LGBT community from the design stage through to the finalisation of the Evaluation Report.

### **Objectives of the Evaluation**

The objectives of this External Evaluation are to:

1. Review and assess systematically the effectiveness, efficiency and relevance of the implementation of the Foundation's Theory of Change and strategy over the past four years with due regard to the local, national, sub-regional contexts;
2. Describe, analyse, package and present insights, findings, conclusions and recommendations emerging from the Evaluation
3. Inform and contribute towards the development of a new strategy for the Other Foundation in the next phase of its evolution

## **Outputs**

1. Timeline of Key Milestones within the Other Foundation
2. Draft Evaluation Report of maximum 30 pages including a maximum 4 page Summary of the Report
3. Final Evaluation Report and Summary
4. Three case studies to demonstrate the practical implementation of the Foundation's strategy and theory of change
5. A set of quotes which demonstrate key insights, observations and findings as well as suggestions and recommendations emerging from the primary data collection process.
6. Validation Meetings with staff and Board

## **Outcomes of the external Evaluation**

1. Space created for meaningful engagement and participation by external and internal individuals and their groups and organisations
2. Reflection and analysis based on observations and experiences of the Other Foundation itself and its work and programming
3. Deeper understanding of what works and what does not work and the lessons emerging from this
4. Organisational insights, hindsight's and foresights that suggest or explicitly direct future strategies and tactics and inform decisions of the Foundation
5. Guidance and lessons learned that can be used by other Foundations and donors and by regional and sub - regional organisations
6. Recognition of the weaknesses and challenges and embracing of error as an integral part of the learning, growth and development journey
7. Celebration and affirmation of the achievements and power of the Foundation

## **Methodology**

The Evaluation is both formative [intended to improve the Programmatic and Organisational aspects of the Other Foundation] and summative [evaluate the effectiveness of the Programme and Organisational aspects of the Other Foundation].

The methodology for the Evaluation will be qualitative in the main, with quantitative techniques integrated and supplementing this.

The key features of the methodology includes:

1. **Sampling:** Purposive sampling with quota sampling will be utilised. This will ensure that the evaluators can identify and select into the pool of participants in the primary data collection phase a diverse base of individuals whilst also deliberately identifying participants in keeping with the main purpose of the Evaluation
2. **Data Collection:** Here techniques will include both primary [directly collected by the evaluators] and secondary [based on archival and information systems sources] and include:
  - 2.1. **Observation:** Attendance of a small sample of activities/events on the Foundation calendar, including the Peer Review of Grant Applications, a special Project event and a sample of grantee activities in four countries
  - 2.2. **Survey:** A Perception survey that will ensure that every and all partners and grantees have an opportunity to offer feedback to the Foundation; Also a rapid social media platform survey
  - 2.3. **Interviews:** A sample of X% standard interviews of 1.00 to 1.5 hours and 5 in-depth interviews of between 2 and 6 hours
  - 2.4. **Focus groups:** One in each of four countries; 2 to 3 with staff; plus 2 validation workshops
  - 2.5. **Secondary data review and analysis:** A Desk Review of internal Other Foundation documents and external documents related to the theme, contexts and related issues.

### **Analysis, findings, conclusions and recommendations**

Here, the evaluators will collate and analyse the data collected/gathered based on content analysis techniques, discourse analysis and an analysis of various kinds of narratives and conversations. There will be an identification of unanticipated themes emerging and of overall trends and outliers. This analysis will then be applied to crystallise a set of key “findings” and insights and draw out conclusions, recommendations and foresights.

### **Feedback and dissemination, application**

A key and critical step in the process and central to the design and methodology of this Evaluation is that of ensuring that everyone who participated and who have an interest in the Foundation receive feedback on the content, process, outcomes. Further, that the Foundation then uses the learning and recommendations to inform and shape the development of their strategy for the next phase.

### **Key evaluation questions**

The evaluation will test the Foundation’s theory of change (including the assumptions made in the theory of change) and review and evaluate the relevance, efficiency, effectiveness, impact and sustainability of the outcomes of the implementation of its programme strategy. The evaluation will also assess whether its institutional development has been “fit for purpose”.

The Evaluation will, in general, analyse feedback from interest groups such as grant seekers and strategic partners (including LGBTI groups and allies), donors (local and overseas individual and institutional donors), trustees, and operational team – with some level of disaggregation of feedback by interest groups by gender identity and/or sexual orientation.

The tools for the data collection and a full set of templates will be developed in the next steps of the Phase 1 process and there, the specific questions will be drafted and agreed. The questions will relate to four criteria – relevance, effectiveness, efficiency and impact.

## **1. RELEVANCE**

Assess the relevance and appropriateness of the first Other Foundation 5 Year Strategy and Theory of Change and its assumptions considering the contexts internally and externally

## **2. IMPACT**

Whilst the Evaluation will not assess impact as an explicit objective, it will review and assess changes in individuals/actors and institutions and explore early indications of impacts on parts of and the broader LGBT community, allies, decision makers and related actors and institutions. Further, linked to the question of change, results and impacts, the Evaluation will explore and assess questions of sustainability of changes that have taken place and/or already underway.

## **3. EFFECTIVENESS**

Assess organizational performance against indicators and targets set in 5-year programme logic framework

## **4. EFFICIENCY**

Estimate the number of people who have benefited from the impact of the Foundation's programme strategy implementation – with some level of disaggregation of beneficiary groups by gender identity and/or sexual orientation.

- Assess value for money in terms of inputs in relation to outcomes.
- Extent to which any/the changes are likely to be sustained beyond the life of the project and funding

## **ANNEXURE 1 – Internal Document Set**

1. Original scoping for the setting up of the Foundation
2. Call for grant applications (2014, 2015a, 2015b, 2017a, 2017b, 2018)
3. Call for peer reviewers (2014, 2015a, 2015b, 2017a, 2017b, 2018)
4. Peer reviewer assessments (2014, 2015a, 2015b, 2017a, 2017b, 2018)
5. List of trustees since inception
6. Grant agreement with Atlantic Philanthropy
7. Report from the 2014 peer review process
8. Strategy from 2015
9. The Other Foundations theory of change
10. Logic framework 2015-2020
11. Funding Proposals
12. Donor Reports
13. Donor Schedule
14. Strategy Review 2018
15. Grant portfolio map
16. Peer review process trends report
17. Grant application, assessment, and contract forms (for concept proposals and full proposals)
18. Grant application guidelines
19. Peer reviewer application form
20. Peer reviewer guidelines
21. Mini-kopano programmes
22. Kopano programmes
23. *Kopano* video reports
24. Research reports
25. Institutional assessment results
26. Communications reports

27. Organogram

28. Trust Deed

29. Policies and Procedures

- a. Child Protection Policy
- b. Values and Practices
- c. Governance Policy
- d. Finance Policy
- e. Human Resource Policy
- f. Language Policy
- g. Phone Policy
- h. Procurement Policy
- i. Subsistence Policy
- j. Whistle-blower Policy
- k. Donor Engagement Policy (still being developed)
- l. Wellbeing Policy (still being developed)

30. Research reference groups

31. Event evaluation reports

32. Programme work-plans

33. Database of contacts

## **ANNEXURE 2: WORK FLOW**

### **Phase 1: EVALUATION DESIGN AND PREPARATION**

- Draft, finalise Evaluation Terms of Reference
- Draft, finalise Evaluation Design
- Draft, finalise Evaluation Workplan, Calendar
- Draft, finalise Evaluation Costing and Budget
- Attend Briefing Meetings and engage in briefing and consensus-building communications [Evaluators, Board, Management]
- Contracting Evaluators
- Sampling [Selection from database of grant seekers and actual grantees, strategic partners (especially in thematic focus areas), researchers and other key consultants/advisers, peer reviewers, volunteers, past and present trustees, government contacts, donors, operational team]
- Design, testing and development of Tools for Data Collection
- Logistics for data collection
- Communications with participants for data collection
- Communications with Other Foundation public
- Evaluators and Management Evaluation Inception Meeting/s

### **Phase 2: DATA COLLECTION**

#### **2.1. Secondary Data Collection**

- Conduct desk review [internal and external document set]
- Draft Contextual Analysis

#### **2.2. Primary Data Collection**

##### **2.2.1. General**

- Survey [Social media platforms and online perception]

##### **2.2.2. Internal:**

- Facilitate Staff Focus Groups
- Interview staff units and individuals
- Interview Board members [past and present]
- Interview sample of peer reviewers [past and present]
- Attend Grant Application Peer Review Meeting
- Direct Observation of sampled internal organisational events and activities

### **2.2.3. External:**

- Online interviews
- Attend and document sample of external events, activities in sampled countries and at sub-regional level
- Conduct and document 1 focus group in each of four countries
- Conduct and document in-person interviews in each of four countries
- Conduct and document in-person and online in-depth interviews

### **Phase 3: ANALYSIS, DRAFTING, FINALISATION**

- Data Analysis
- Drafting Report
- Submission of Report
- Review of Report
- Facilitate and document Validation Workshops/Focus Groups
- Finalise Report

### **Phase 4: POST EVALUATION WORK**

- Feedback and communication to community, Evaluation participants and public
- Dissemination of Report
- Development of new Other Foundation Strategy