

## TERMS OF REFERENCE: GCE MOVEMENT EVALUATION 25<sup>th</sup> YEAR ANNIVERSARY REVIEW

### 1. Background

The Global Campaign for Education (GCE) operates as a constituency-based movement that brings together a broad alliance of actors across the world to campaign for and defend education rights since 1999. It grew out of a revolutionary idea where representatives of its founding organisations, Oxfam International, ActionAid, and Global March Against Child Labour joined forces to place education at the centre of the agenda the 2000-Dakar World Education Forum. Consequently, GCE was formed as a movement that champions the right to education and adopted its key governing structures, a constitution during its first World Assembly held in 2001 in Delhi, India.

Further, the approach and expansion of the movement into national coalitions and regional networks to become a catalyst of GCE's transnational advocacy agenda for education was defined. Today, GCE's membership comes from diverse self-governing national and regional education coalitions, teacher unions, international NGOs and networks, and children's and youth rights organisations - all brought together by the mission to promote and defend education as a basic human right through advocacy and campaigning at the international, regional and national levels.

The vision, mission and the structure of the movement to carry out its mandate are outlined in the Constitution of the movement. The GCE World Assembly, which happens on a four-year cycle, provides an opportunity for its members to discuss its future work and to review the constitution if necessary. The recent amendments to the constitution took place during the 7th World Assembly held in Johannesburg in November 2022.

Since 2015, GCE has had three strategic plans: 2015-2018, 2019-2022, and [2023-2027](#), focusing on education advocacy in priority areas of Equality and Non-discrimination, Transforming Education, Education in Emergencies and Protracted Crises and Education Financing. These priorities are themes that guide the work and focus of the Movement. The evaluation is to determine the contributions of GCE's strategy impact to global education advocacy.

### 2. Purpose

The movement will celebrate its twenty-five years of education advocacy in 2024. For this big milestone, GCE would like to reflect on its assumptions and identify areas where GCE has made the most impactful strides on the agenda of The Right to Education for All. Since 1999, there have been many changes in the global education landscape, which beg the review of GCE's approach to advocacy and how these changes have enabled or hindered advances in GCE's mission. This big milestone comes when it has become imperative for GCE to review and reflect on whether its approach to advocacy and campaign work remains relevant to realise its mission and vision.

The evaluation results will be used for strategic planning and strengthening the GCE approach in conducting advocacy.

### 3. Objectives

1. To assess the impact of the GCE movement in relation to its vision and mission by reflecting on its policy and political influence over the past ten years from the actions of its diverse actors.
2. Identify how effective GCE advocacy and campaigns have been for the benefit of the movement and its members’ interests relative to global civil society advocacy.

### 4. Scope of the review

This review will be conducted as a preparatory process leading to the 25th-anniversary celebration in 2024. This review is expected to assess how the different structures of the GCE movement are set to operate to identify possible areas of improvement and make recommendations to enhance the efficiency and effectiveness of the GCE movement, its advocacy, and campaign approaches. The evaluation seeks to report on the relevancy, effectiveness, and efficiency of the advocacy approaches’ focusing on the following key questions:

<b>Relevance</b>
<ol style="list-style-type: none"> <li>1. Assess whether and the extent to which the GCE movement's ways of working that it was originally established remain relevant and realistic to carry out the movement's mission and realise its vision.</li> <li>2. Assess whether and the extent to which the advocacy and campaigning remain relevant, appropriate and responsive to the changing and dynamic external context.</li> </ol>
<b>Effectiveness</b>
<ol style="list-style-type: none"> <li>1. Assess whether and the extent to which the movement has influenced any education policy frameworks jointly through its coordinated structures?</li> <li>2. Reflect on the role that national, regional and global key stakeholders of the GCE have played in either supporting or hindering the achievement of intended results including contextual changes.</li> <li>3. Reflect on whether there has been advocacy approaches and coordination arrangements that enabled success or lack of in advancing the mission of the GCE movement?</li> </ol>
<b>Efficiency</b>
<ol style="list-style-type: none"> <li>1. Assess and provide recommendations on how the current movement structures, coordination and approach to collaborative advocacy can be carried in a more efficient and economical operational manner to best deliver joint impactful advocacy.</li> </ol>
<b>Impact</b>
<ol style="list-style-type: none"> <li>1. To what extent have the key advocacy and campaigning efforts taken by the movement made a difference in defending education as a basic human right by influencing governments?</li> </ol>

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| <p>2. To what extent have the key advocacy and campaigning efforts taken by the movement made a difference in defending education as a basic human right by influencing the international community?</p> |
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## **5. Methodological Considerations**

The evaluation will draw information from various sources. This will include reviewing relevant documents, including but not limited to GCE Constitution and protocols, GCE strategic plans and reports. A combination of participatory approaches including both external and internal assessments is considered appropriate – interviews and observation, surveys, case studies, collection and analysis of qualitative and quantitative data - involving national and regional coalitions, constituencies, GCE Board, GCE Secretariat and other relevant stakeholders.

The following methods are proposed as a minimum to ensure satisfactory involvement of all key stakeholders and a comprehensive synthesis of external and internal reflections and insights. However, applicants are expected to present a detailed methodology with suggestions on effective methods to add value to the evaluation and a clear justification for the proposed sampling.

- A thorough document review of existing secondary sources, including documents suggested, which will be made available to the evaluation consultant for review.
- A questionnaire/survey administered to all members to gather both qualitative and quantitative data.
- Members and key stakeholders telephonic/Skype and/or face-to-face interviews to be arranged to include:
  - GCE Board Members
  - Representatives of the Regional Coalitions/Networks
  - Representatives of the National Coalitions
  - GCE Secretariat Staff
  - Strategic Partners including Global Partnership for Education, Education Cannot Wait, Save the Children, Action Aid, and TaxEd Alliance.
  - A selection of activists and campaigners working with similar mechanisms to the GCE as well as other external stakeholders to be proposed by the evaluation team.

The final evaluation report should describe the full approach taken and the rationale for the approach, making explicit the underlying assumptions, challenges, strengths and weaknesses of the methods and approach of the review.

## **6. Timelines and Deliverables**

The proposed duration of the evaluation will be five months, starting on 13 May 2024 with the desk review and development of an inception report, and ending on 04 October 2024 with a final evaluation report. Suggestions on necessary additional or follow-on phases and convenings should be identified and communicated within the initial phase period.

The table below provides an outline of the proposed time frame and deliverables:

No	Activity	Responsible	Deadline	Deliverable
<b>Phase 1: Call for Proposals</b>				
1	Launching of Call for Proposals	GCE	20/03/2024	Call for Proposals
2	Submission of Proposals	Applicants	21/03/2024 to 26/04/2024	Proposals and budget
<b>Phase 2: Candidate Screening and Recruitment</b>				
3	Screening, selection, and contraction of consultants or consulting firm	GCE	29/04/2024 to 10/05/2024	Interviews Signed Contract
<b>Phase 3: Evaluation Inception</b>				
4	<b>Inception Meeting:</b> Face-to-face/virtual meeting with successful evaluation consultant/firm to clarify expectations and related documents and materials	GCE	13/05/2024 to 17/05/2024	Inception Meeting
5	Documents review/desk study and production of the initial inception report	Evaluation Team	20/05/2024 to 31/05/2024	Draft inception report completed and submitted to GCE
6	Review and feedback on the initial inception report	GCE	03/06/2024 to 14/06/2024	GCE Feedback sent to the Evaluation Team
7	Submission of the final inception report	Evaluation Team	17/06/2024 to 21/06/2024	Final inception report received by GCE
<b>Phase 4: Data Collection and Analysis</b>				
8	Evaluation data gathering	Evaluation Team	24/06/2024 to 02/08/2024	Data collection completed
9	Data analysis and finalization	Evaluation Team	05/08/2024 to 16/08/2024	Data Analysis completed
<b>Phase 5: Report Write-up and Submission</b>				
10	Writing the first draft of the evaluation report	Evaluation Team	19/08/2024 to 30/08/2024	1 <sup>st</sup> draft evaluation report shared with GCE
11	GCE prepares feedback and response to the initial draft	GCE	02/09/2024 to 20/09/2024	GCE's feedback on draft report
12	Final evaluation report writing with feedback incorporated	Evaluation Team	23/09/2024 to 04/10/2024	Final evaluation report and data sets presented to GCE

## 7. Budget and Contractual Arrangements

The principal responsibility for managing the evaluation rests with the GCE Global Secretariat. GCE will contract the evaluation consultant or a firm and ensure the timely provision of all relevant documents and assist the consultancy in reaching relevant stakeholders as appropriate (such as for any online survey).

Upon signing of the evaluation contract, payments will be made within a day of delivering the milestones as outlined below:

- Signing of contract: 30% of total contract amount
- Against draft report: 30% of total contract amount
- Against final, GCE-approved report: 40% of total contract amount

In addition, GCE will directly arrange and cover the costs associated with any mutually agreed document translation requirements.

## 9. Proposal Preparation Guide

Proposals should be submitted electronically in English with the subject line “Proposal: Evaluation of the GCE Movement (your company/consortium or lead consultant’s name)” to [consultants@campaignforeducation.org](mailto:consultants@campaignforeducation.org) by **Friday, 26 April 2024**.

Proposals should comprise the following two separate parts:

### Part A: Technical and Administrative Proposal

1. A description of the methodology demonstrating your understanding and analysis of the TOR and proposing how you intend to proceed to implement the services (including suggested sampling strategy and timetable) (maximum 15 pages).
2. A brief biography of the team leader and each of the proposed evaluation team members that clearly demonstrates their experience for the assignment and the competencies outlined in the Terms of Reference (maximum 4 pages);
3. The up-to-date Curricula Vitae (CV) for each of the expert(s) proposed to work on this assignment.
4. Personnel inputs (including productive working person days without any reference to fees);
5. A signed Statement of Availability (Annex B) – signed by each of the expert(s) proposed.
6. Two recently completed evaluation reports as examples of previous work, at least two of which must be the consultant team leader’s previous work.

### Part B: Financial Proposal

1. A signed and initialed detailed Price Schedule which includes all fees and identified expenses.
2. The consultant shall cover all costs related to this consultancy, including transportation to targeted areas, printing materials, meals, accommodation and any other expenditure.
3. Both Technical and Financial Proposals must remain valid for sixty (60) days from the date of their submission to GCE by the consultants.

## 10. Assessment and Selection Process

The Evaluation Committee, appointed by GCE, will jointly and separately assess the proposals, considering whether the applications comply with the ToR and applying both the evaluation criteria and the scoring grid indicated below. The most favourable proposal shall be selected based on the best total value for GCE in terms of merit which is informed by both the technical and the financial

proposal scores. The following table shows how each of the two parts will contribute to form a maximum of one hundred (100) achievable points:

<b>Part A: Technical Proposal</b>	<b>Part B: Financial Proposal</b>
<b>70 points</b>	<b>30 points</b>

**Assessment of Part A: Technical Proposal:** The submissions will first be reviewed to verify the administrative compliance and be assessed technically to be ranked against the Evaluation Criteria (see below). The acceptability threshold for technical proposals is set at a minimum score of **70 points** out of 100 points. Technical proposals which do not reach this minimum score will not be considered for financial assessment.

<b>Category</b>	<b>Maximum Score</b>
<b>1. Understanding and interpretation of the terms of reference and the level of completeness of the proposal (submission of all required documents)</b>	<b>10</b>
<b>2. Proposed methodology and working approach</b>	<b>50</b>
<i>a) Presentation of methodology and sequence of activities is clear, and the planning is logical</i>	10
<i>b. Proposal reflects a feasible and sound methodology, considering the limitations and risks of each proposed tool/method</i>	15
<i>c. Quality of samples of previous evaluation work related to the subject of the current evaluation and alignment with methodology requirements as set in the TOR</i>	15
<i>d. Timetable of activities is realistic and promises efficient / on-time submission of deliverables</i>	10
<b>3. Demonstrated previous experience in similar assessments and studies at international level</b>	<b>40</b>
<b>3.1 Team Leader</b>	<b>20</b>
<i>a) At least 8 years' experience conducting multi-country evaluations and leading a team(s) of evaluators to conduct large programme evaluations of a similar scale and scope</i>	6
<i>b. Advanced university degree in Education Policy, Education Financing and/or Education Planning and Evaluation or similar</i>	4
<i>c. Excellent knowledge of quality education for all, including relevant policy-related issues and post-2015 education agendas in the global context</i>	4
<i>d. Proficient knowledge of advocacy and campaign work with civil society, ministries, bi-lateral and multi-lateral agencies, and international funding agencies</i>	3

e. <i>Planning, team leading, supervisory research and analysis skills for complex information.</i>	3
<b>3.2 Team Members (complementary skills and experience)</b>	<b>20</b>
a. <i>Gender, language and geographic representation balance</i>	5
b. <i>At least 10 years' (combined) experience in conducting evaluations of a similar scale, with expertise in qualitative and/or quantitative processes</i>	4
c. <i>Education, gender and human rights expertise</i>	3
d. <i>Policy and advocacy expertise</i>	3
e. <i>Data synthesis and report writing experience and skills</i>	2
f. <i>Strong oral and written communication skills</i>	2
g. <i>Workshop /consultative meetings facilitation and organisation skills and experience</i>	1
<b>Total Technical Proposal overall total score</b>	<b>100</b>

**Assessment of Part B: Financial Proposal:** After establishing the technical scores, the Financial Proposals of technically qualified Candidates will be reviewed. The Financial Proposals will be evaluated on a maximum score of 100 points in the following manner

$$\text{Financial proposal score} = \frac{(100 \times \text{lowest financial proposal})}{\text{number of financial proposals reviewed}}$$

**Shortlisting and awarding of the contract:** consulting firms/candidates with the top scores will be contacted for (virtual) interview and a maximum score of 25 points will be applied to the interview process. Candidates selected for interview will be contacted both by email or telephonically by 15 March 2024 to confirm the interview date and time. The consulting contract will be awarded to the firm/candidate(s) whose proposal submission plus interview score has obtained the highest final score, thus representing the most advantageous offer.