



## **TERMS OF REFERENCE FOR END TERM PROGRAMME EVALUATION – NOVEMBER 2021**

**Programme Title:** Livelihoods and Equality Advancement Programme (LEAP)- 2018 - 2022

### **1.0. Background Information**

#### **1.1. We Effect**

**We Effect** is a development cooperation organization founded in 1958 by the Swedish cooperative movement with the aim of fighting poverty. We Effect's mission is to enable people living in poverty to improve their living conditions, defend their rights and contribute to a just society. We Effect works in more than 20 countries in Africa, Asia, Europe, and Latin America in 13 regional or country programmes, including a total of some 160 projects worldwide. The partnership approach is supported by the strong local presence through regional and country offices.

We Effect works in the thematic fields of **sustainable rural development and adequate housing with a strong focus on promoting women's rights, gender equality and climate justice.**

The target groups for our development cooperation are our partner organizations, their existing and potential members. Most of our partner organizations are member-based farmer organizations, housing cooperatives or savings and credit associations but also some local NGOs which mostly play the role of technical partners. We Effect applies a rights-based approach. This means that our development activities are developed in dialogue with our partner organizations, with strong local ownership, characterized by accountability, transparency, non-discrimination, and meaningful participation.

#### **1.2. Sustainable Rural Development Programme**

Sustainable Rural Development Programme, formally referred to as Livelihoods and Equality Advancement Programme (LEAP)- was launched in 2018. During the period 2018- 2022, the programme supported nineteen (19) core partner organizations. Six (6) engaged in coffee; two (2) in timber (farm forestry); two in dairy, one each in cotton and cocoa; three (3) supporting diversified on-farm enterprises and five (4) engaged in financial inclusion activities. The core partners were supported by nine (9) technical partners towards integration of financial inclusion leadership and gender equality. Further, the core partners were supported by five (5) strategic partners in advocacy work. According to We Effect Core partners are the member based (men, women, and youth) Democratic organizations which take the lead in implementing projects directly linked to a particular programme in this case the sustainable rural development programme. Technical partners are organizations with specialized thematic expertise and are expected to support core partners on cross-cutting issues such as gender equality, leadership, organizational development, climate change, human rights e.t.c. Strategic partners have a niche in advocacy and are meant to work nationally and regionally creating strong networks for advocacy. Their key role is to support the core partners engage the duty bearers

LEAP has been a multi-country programme implemented in Kenya, Tanzania and Uganda. Partners are spread as below: -

Category of partners	Kenya	Tanzania	Uganda
Core partners	<ul style="list-style-type: none"> <li>• Meru Coffee</li> <li>• Machakos Coffee</li> <li>• Kipkellion Coffee</li> <li>• Gusii Coffee</li> <li>• BAMSCOS Dairy</li> <li>• FF-SPAK- Forestry/Timber</li> <li>• LEDCA - Dairy</li> </ul>	<ul style="list-style-type: none"> <li>• Mwiwata Arusha</li> <li>• Mwiwata Kilimanjaro</li> <li>• SHTGA- Forestry/timber</li> </ul>	<ul style="list-style-type: none"> <li>• Semuliki- Cocoa</li> <li>• West Acholi- Cotton</li> <li>• Mt Rwenzori- Coffee</li> <li>• Okoro Coffee</li> </ul>
Technical Partners	Coop Bank- Financial Integration CIC- Financial Integration ADSOCK- Gender Equality	<ul style="list-style-type: none"> <li>• TAWLA- Gender Equality</li> <li>• Mwangi Community Bank- Financial Integration</li> <li>• Uchumi Community Bank- Financial Integration</li> </ul>	<ul style="list-style-type: none"> <li>• NAWOU- Gender Equality</li> <li>• UCCF- Financial Integration</li> </ul>
Strategic Partners	<ul style="list-style-type: none"> <li>• EAFF- Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Mwiwata National- Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• ACFODE- Gender Equality</li> </ul>

**Overall Objective:** “Reduced poverty and injustice through enhanced gender equality in agribusiness and rural development”

**Programme Objective:** “Empowered rural women, men and young people with equal opportunities and increased rights of access to land and other productive resources by end of 2022”

The programme consists of four (4) key components, each of which has two outcomes. They include:

- Component 1: Strengthening of Partner Organizations (OD)
  - ✓ Outcome 1.1: Strong and efficient partner organizations delivering equitable and all-inclusive services.
  - ✓ Outcome 1.2: Empowered partner organizations engaging duty bearers to develop and implement gender-sensitive legislative provisions and policies on issue affecting them
- Component 2- Agribusiness
  - ✓ Outcome 2.1: Development of gender-sensitive agricultural value chains
  - ✓ Outcome 2.2: Resilience and enhance environmental sustainability
- Component 3: Financial Inclusion
  - ✓ Outcome 3.1: Increased access to affordable financial services and products
  - ✓ Outcome 3.2: Enhanced access to risk management mechanisms
- Component 4: Empowerment of women and young people
  - ✓ Outcome 4.1: Increased influence of women and young people
  - ✓ Outcome 4.2: Enhanced women’s right (social rights)

LEAP Programme has been ongoing over the last four years and with the actions now coming to an end of its implementing timeframe, the end of programme evaluation is being carried out. The evaluation shall be conducted and led by an external consultant in accordance with specifications established in these Terms of Reference (TOR) during the months of December 2021 and be completed by early 2022.

## **2.0. Evaluation Objectives**

### **2.1. General Objective/purpose**

The purpose of the end of programme evaluation is to assess the progress systematically and independently in delivering against stated objectives and the expected results as described in the programme document and to review key aspects of the implementation process. The evaluation is also expected to provide insight into the effectiveness and efficiency of programme implementation as well as factors that enabled and constrained the achievement of results over the period under review. In addition, there are questions of sustainability and impact of the programme which findings are key. Most importantly, the evaluation report is also to be used for learning purposes. Value added from this evaluation is expected to be achieved through lessons learned and recommendations that can be utilised by We Effect in management of future programmes

### **2.2. Specific Objectives**

The end of programme evaluation seeks to:

- Assess achievement of the programme objective against the set targets in the logical framework.
- Assess the programme relevance, effectiveness, efficiency, overarching developmental impact and sustainability mechanisms)
- Evaluate if and how We Effect has contributed to build the capacity of the core partners' in organizational development, gender equality, rights-based approach and climate justice in terms of their sustainability and governance.
- Assess the extent to which the strategic and technical partners played their assigned role as well as their impact.
- Document best practices/lessons learnt during the programme period for scaling up in the next programme period
- Make recommendations on areas that require more attention for maximum impact to be realised
- Identify any unexpected results from the programme (positive or negative)

### **3.0. The Evaluation Scope.**

The programme is currently being implemented in East Africa through partner organisations and will cover the period 2018 to 2021. Kenya, Uganda, and Tanzania host partners as spread above (Ref 1.2). The assignment envisages a participatory process with the programme target groups and other informants in the entire region that have been actively engaged. The consultant(s) will, therefore, travel to the field within these countries as will be agreed upon. Expected is the consultant(s) to visit a representative sample of the target population taking time and logistics limitations into consideration.

The programme target groups are the members, elected leadership (board members) and staff of partner organisations. Key informant includes We Effect staff, relevant Government departments/agencies and community leaders, especially where programme related activities reached out to the entire community.

In addition to what is expected of the consultant as required under the specific objective above: -

- Assess advocacy achievements initiated by partners.
- Assess to what degree the programme approach and strategies are successful in integrating financial inclusion, especially among women and young people.

- Assess the extent COVID 19 may have impacted on the implementation of the programme as well as on the expected result

### ***Consultant’s Specific tasks***

The consultant will undertake the following tasks to achieve the objectives of this assignment: \

- Develop evaluation methodology, including evaluation methods, questions for key informants and, focus group and any adjustment of timeline between the framework provided.
- Develop a draft evaluation report structure.
- Desk review of existing program documents including desk review of log frame and key indicators to assess the degree of achievement and, adequacy of the indicators and methods of measurement
- Review any other relevant materials of reference.
- Conduct semi-structured interviews with key informants from We Effect (country and HO level), representatives of partners organizations and community-based organizations, in addition to other external stakeholders.
- Document lessons learnt, experiences and best practices.
- Develop and present. - inception report and draft reports for We Effect comments.
- Develop a session for Q&A with a ppt to present the final report findings
- Conduct joint meetings as needed with We Effect evaluation team

The consultant will be based in Kenya and, We Effect will provide assistance to visit the other two countries i.e. Tanzania and Uganda.

#### **4.0. The Key Evaluation Criteria**

The end of programme evaluation will cover, but is not limited to the following areas and corresponding questions:

**Effectiveness:** The extent to which a development intervention has achieved its objectives, taking their relative importance into account.

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What direct and immediate benefits have the target group and any other beneficiaries obtained from the programme outputs?
- What positive/negative unexpected/ unforeseen effects/ results did the programme have?

**Efficiency:** The extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.

- Were the inputs sufficient for obtaining the outputs planned?
- How well were the inputs (funds, people, materials and time) used to produce results?
- Have the programmes management systems and execution processes functioned well?

- Was the program implemented in the most efficient way compared to alternatives? Could different approach produce better results?

**Relevance:** The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.

- To what extent are the objectives of the programme still valid?
- How relevant is the programme regarding the right holders requirements, local context and needs of women and men in target communities?
- How relevant is the programme regarding relevant national policies and strategies and We Effect own policies and strategies?
- Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

**Impact:** The totality of the effects of a development intervention, positive and negative, intended and unintended

- What changes (personal, social, economic, technological, environmental, etc.) have been identified by the target group since the start of the programme?
- Have these changes been positive or negative, planned or unplanned?
- How many people have been affected?
- What factors and processes explain the changes generated as result of the programme support?

**Sustainability:** The continuation or longevity of benefits from a development intervention after the cessation of development assistance.

- What evidence exists that the changes identified in the programme are either sustainable or tending toward sustainability?
- Will the individual beneficiaries have the capacity in their productive unit to maintain or extend the benefits obtained with the programme support?
- What factors affect sustainability: political priorities? Economic, institutional, technological, socio-cultural or environmental factors?
- To what extent has We Effect work contributed towards ensuring environment sustainability and climate change adaptation?
- Based on the lessons from implementation of the programme, what are the practical recommendations for adjusting the design of future activities to ensure sustainability?

### **Implementation processes (work, learning and synergy)**

- What are the working relationships with partners, other stakeholders and We Effect?
- To what extent was the learning processes demonstrated e.g. coordination and exchange with ACER<sup>1</sup> project and other We Effect programmes?
- Have opportunities for relating with other organisations, projects or programmes been utilised synergistically?
- Has the programme monitoring system been adequate for generating the information necessary for its management?

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<sup>1</sup> Adaptation to Climate Change and Enhanced Environmental Resilience

- What do you consider to be the programme’s main lessons for the management of future programming (processes, approaches and methodologies)?
- How is We Effect work making a difference? What is the added value of We Effect?

**Assessment of Gender Equality related results**

We Effect global strategy for 2017-2021, calls for a stronger focus on gender equality, where the main strategic ambition is to considerably forward women’s and girls’ rights within, We Effects focus areas. It is imperative therefore for this evaluation to capture lessons learnt towards the enhancement of gender equality from the current programme and provide recommendations that will inform future programming for enhanced equality.

The evaluation needs to address the following specific questions:

- What results has the programme achieved in mainstreaming gender Within the core partners in: (decision making- more equal participation of women with men as decision makers in shaping the sustainable development of their societies, sharing/access and control of development resources and benefits, reduction in inequalities between men and women etc.?)
- To what extent has gender mainstreaming been institutionalised in partner organisations?
- How effective are the approaches used by this programme in promoting gender equality?
- What do you consider to be the programme’s main lessons towards enhancing gender equality for better management of future programmes?

**Assessment of Application of Human Rights Based Approach.**

We Effect applies HRBA in her development work. Implementing HRBA as a CSO means to advocate for the fulfilment of the state’s human rights commitment as well as to guard that We Effect own work respects the human rights principles. We Effect partners are also expected to strongly promote HRBA. It is imperious also for this evaluation to capture lessons learnt towards use a right-based approach from the current programme and provide recommendations that will inform future programming.

The evaluation needs to address the following specific questions:

- Have programme processes been participatory, inclusive, empowering, and transparent?
- Have programme objectives been linked to human rights instruments?
- Has it been possible to hold programme staff/management of We Effect and partners to account?
- Has the programme maintained a focus on marginalised and discriminated rights-holders in poverty?
- What do you consider to be the programme’s main lessons for improved application of HRBA?

**Lessons Learned:**

Addressing the issue of “lessons learned” is crucial for building up on implementations experiences and best practices that can be carried forward to future programming.

Key questions that will be answered include:

- What lessons can be identified from program interventions for use in upcoming 2023-2027 cycle?
- How can the current approaches, methodologies or ongoing activities be modified for future restructuring of program interventions?
- Are the programs effective in as far as communicating and making available lessons learned to other staff?

- What lessons (captured or not), should be taken into consideration when designing future interventions?

### **5.0. Evaluation Methodology**

The assignment will be carried out in close dialogue with the Programme Coordinator and will be participatory in that it will involve all key stakeholders through direct and indirect consultations and also employ feministic approaches. Expected is that the key specific methods will clearly be spelt out in the inception report.

### ***Guiding Principles and Values***

Please include and address all potential ethical issues related to working with youth, women, girls and other relevant vulnerable populations in your proposal. All consultants are expected to undertake the country evaluation with high respect given to transparency, cost-effectiveness, gender sensitivity, collaboration with participants, and involvement of local stakeholders. All consultants working for We Effect are expected to sign and adhere to the Code of Conduct and the Policy Against Sexual Harassment. We Effect main partners and MBOs will participate during the evaluation process and, findings of the evaluation will be shared with all participants to create ownership about the process. We would like to emphasize participatory learning approach.

### **6.0. Profile of the Consultant(s)**

The assignment is to be conducted by consultant(s) with relevant experience in development work and who should hold the following expertise, or similar:-

### **Desired Academic Qualifications**

The consultant/ lead should possess a basic degree in Agricultural Economics/ extension, agribusiness, social sciences, development studies, international development, environmental studies

An advanced degree in a relevant area is an added advantage

- Documented comprehensive experience from rural development programmes (rural cooperatives and/or farmers' organisations)
- Documented experience from HRBA in evaluations.
- Documented comprehensive experience of gender programming.
- Should have long-standing experience in development work specifically in Monitoring and Evaluation preferably of civil society.
- Demonstrate good understanding of rural finance and its impacts in rural development
- Possess excellent skills in data collection methods and analysis
- Excellent analytical and report writing skills Excellent interpersonal and communication skills including the ability to facilitate and work in a multidisciplinary team.
- Experience in quantitative and qualitative research methods
- Experience with organisational development

Proposals from interested applicants, should be no longer than 7 pages, excluding CVs, budget and example piece of work. Proposals should include:

- An up-to-date CV
- Short overview of how the candidate meets the qualifications, experience and skills requirements (no more than one page)
- Description of proposed approach

- Detailed budget – including projected travel and in-country accommodation and subsistence costs
- An example piece of work from a similar assignment

### 7.0. Duration and timing

The assignment is to be carried out during the period 13 December 2021 to early 2022. Consultants are requested to estimate reasonable and competitive number of days they require to undertake the evaluation with the objectives and geographic spread in mind.

#### 7.1. Evaluation Timetable

The timeframe for the assignment is as follows.

<b>Key Activities/ Deliverables</b>	<b>Timeline</b>
Start date of contract by	
<b><i>Inception Phase</i></b> <ul style="list-style-type: none"> <li>• Submission inception report, including detailed evaluation methodology and, key interview and Focus Groups questions</li> </ul>	December 2021
<b><i>Field work initiated</i></b> <ul style="list-style-type: none"> <li>• Key informant interviews (partners, WE and External)</li> <li>• Observation visit</li> <li>• Focus group</li> <li>• On going desk review</li> </ul>	December 2021
<b><i>Information analysis and writing</i></b> <ul style="list-style-type: none"> <li>• Data and Info analysis</li> <li>• Writing 1st report for comments</li> </ul>	January 2022
<i>Submission 1st Draft evaluation report</i>	January 2022
We Effect comments on draft	January 2022
Submission Final version country evaluation report	January 2022
Joint meeting – We Effect for Consultant to present findings/recommendations	February 2022
<b><i>We Effect evaluation reports sign off</i></b> <ul style="list-style-type: none"> <li>• Sign off provided by programme coordinator and regional director</li> </ul>	End of February 2022

### 8.0. Practical Aspects

We Effect will provide logistical support to the consultant(s) including scheduling of interviews, local and international travels, and arrangement of field accommodation during data collection.

We Effect partners.

Where face to face interview will not be possible due to COVID 19 restrictions, We Effect will make arrangement for the partners to assist the consultant by responding to questions through semi-structured questionnaire and interviews mainly by e-mail and skype/teams/zoom as well as supporting the organization of focus group.

### 9.0. Final Report

The final report should be prepared on a word processor (preferably Word) and submitted in electronic format, along with Three (3) printed copies. The report will be no more than 30 pages, including an executive summary and excluding annexes. To be submitted also include hard and electronic copies of materials, data collected & analysed, and any other evaluation-related documents together with, a summary PowerPoint presentation highlighting main findings,

conclusions and recommendations. The proposed format and headings to be included in the evaluation report is as suggested below: -

### **The evaluation report format (proposed)**

Executive Summary (Summary of conclusions and recommendations: max. 3 pages)
1. Introduction
1.1 Brief description of the Programme
1.2 Evaluation objectives & scope
1.3 Evaluation methodology and target group participation
2. Evaluation Findings (Discussion and Analysis)
2.1 Programme effectiveness/effect
2.2 Programme efficiency
2.3 Programme relevance
2.4 Programme impact
2.5 Sustainability
2.6 Implementation processes
2.7 Gender Equality
2.8 Application of Human Rights Based Approach
2.9 Effect/Impact of COVID 19
3. Conclusions and recommendations
4. Lessons Learnt
5. Annex

### **10.0. Application**

Interested and qualified consultant(s) are invited to send in their tenders, including an inception report, a financial quote (include number of days, rates per day and any other resources required for the consulting team), and detailed CV. Bids shall be submitted to; [easternafrika@weeffect.org](mailto:easternafrika@weeffect.org) copying [maina.gakuru@weeffect.org](mailto:maina.gakuru@weeffect.org) by 13<sup>th</sup> December 2021 1000hrs EAT.

Application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted for the next step in the application process.