



TERMS OF REFERENCE FOR PROGRAMME EVALUATION – AUGUST 2025

Programme Title: Livelihood and Right to Food Programme, East Africa - 2023 - 2025

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 and 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 and 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. 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. The LRF Programme

During January 2023 – September 2025 We Effect implemented a multi-country programme covering Kenya, Uganda and Tanzania.

The programme was implemented in partnership with 36 partner organizations (POs) including a mix of member-based organizations, local NGOs and academic institutions with special focus on cooperatives development. However, due to changing funding dynamics, the partnerships were reduced within the second year of implementation to remain with about 21 POs by July 2025. The POs included three categories namely;

Core POs: these are those focused on specific agricultural value chains such as farmers cooperatives, or members networks. Cooperatives focused on addressing adequate housing challenges for their members fall under this category.

Technical POs: these are specialized in a specific sector including gender equality/ women's rights or financial inclusion and support core partners to enhance their capacities in the respective sector;

Strategic POs: these are mainly advocacy organizations that are able to bring together the core partners, pick advocacy issues and present them at strategic levels to duty bearers. One of the main adjustments of the programme was complete removal of the adequate housing, gender

equality and financial inclusion focused technical organizations. However, this was not to mean that the components were dropped from the programme but different modalities of their realization were designed. Another important adjustment was the need that arose to conclude the programme by September 2025 and re-design a programme under new funding agreement which will commence from October 2025. Thus, what was planned to be a mid-term evaluation will now serve as kind of terminal evaluation which will also inform the new programme to be implemented as a continuation of the LRF programme. Thus, this evaluation will not only measure success but also be critical source of lessons as a new programme is rolled out.

The programme aimed at making major contribution towards realization of the organizational vision of achieving a sustainable and just world free from poverty. This was expected to be realised through expanding the availability of profitable and sustainable livelihood opportunities and applying all-inclusive approaches to ensure vulnerable and commonly marginalised groups were particularly reached with these opportunities. Specifically, the programme had special focus on enhancing the right to food in the three targeted countries by ensuring that the food systems are just and sustainable to ensure food security and above all food sovereignty, especially for smallholder farmers and other vulnerable/ marginalised groups in targeted communities.

Programme Impact / Goal: *To contribute towards realization of the right to food for women, men, young people and children through enhanced resilience, strengthened and equitable food systems among communities in Kenya, Tanzania and Uganda by 2027*

Programme Objective: *“Empowered, resilient, gender responsive partner organisations (POs) contributing to right to food and sustainable livelihoods for their members in Kenya, Tanzania and Uganda by 2027”*

The programme consisted of six (5) result areas. They include:

Result Area 1: Strengthened Civil Society

The overall aim under this result is to strengthen capacities of local CSOs to provide services to their members and advocate for their rights.

Result Area 2: Sustainable Livelihoods

This result area will focus on ensuring that CSOs gain the requisite capacity to support their affiliates and individual members to set up or improve already existing livelihood opportunities to maximise incomes that flow to them. The idea is to improve existing livelihood opportunities to assume an entrepreneurial approach and identify opportunities for diversification to ensure that all members are actively involved in profitable livelihood activities.

Area 3: Resilience

This result area will aim at ensuring that POs and communities build strong capacities to remain resilient in the face of environment and socio-economic adversities that commonly destabilize communities' livelihoods.

Result Area 4: Gender Equality

This result area aims at ensuring that both men and women participate in development processes and benefit equally. It is about eliminating barriers that keep some groups of people

especially women away from development initiatives and keeps them with minimum opportunities, voice and influence.

Result Area 5: Effective equitable and just food systems

Contributing to development of a sustainable food system will be a main area of focus for this programme. Beyond, increased productivity, the programme will seek to institute interventions through the participating local POs to influence the food system from the local, sub-national, national, regional and global levels to ensure it is equitable and responsive to the needs of all players and consumers, especially those living in vulnerable conditions. Women's contributions to the food systems are often undervalued, unpaid, and overlooked. Gender analysis in several aspects in the food systems will be done through which the programme will seek to develop solutions to maximise fairness in distribution of critical resources to build sustainable food systems

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, result framework and to review relevance, effectiveness of key methods, strategies, approaches applied in implementing the programme. Key attention will be paid to access to food including financial access by women, youth and other vulnerable groups in targeted communities. The evaluation is also expected to assess 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, the question around impacts realized and their foreseen sustainability will need to be explored. Given the short period of implementation, it will be important to point at realized results that need to be supported and in which ways in order for sustainability to be realized. Most importantly, the evaluation report is also to be used for learning purposes thus lessons, areas of improvement, best practices and general recommendations will need to be documented both at strategic and operation levels for application in the upcoming programme period.

2.2. Specific Objectives

The end of programme evaluation seeks to:

- Assess progress towards achievement of the programme objective against the set targets in the logical framework and more specifically.
- Assess the programme relevance, effectiveness, efficiency, overarching developmental impact and sustainability mechanisms)
- Evaluate if and how the programme has contributed to build the capacity of our partners' in advancing the five result areas.
- Assess the extent to which the strategic and technical partners played their assigned role as well as their impact and how the collaboration worked with core partners.
- Assess to what degree the programme approaches and strategies are successful in integrating financial inclusion, especially among women and young people as well as mainstreaming gender equality at membership participation, benefits and leadership levels.
- Evaluate the success of the efforts made towards realizing the goal of food security and a just and sustainable food system

- Assess advocacy achievements made towards realizing a sustainable food system
- 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 2023 to 2025. The assignment envisages a participatory process with the programme target groups and other informants/ stakeholders in the entire region that have been actively engaged or have a role to play towards realization of the programmes objective. Expected is the consultant(s) to visit a representative of agreed upon sample of the target population of Pos, stakeholders taking time and logistics limitations into consideration. The programme target groups hence the evaluation respondents include but not limited to members of POs, elected leadership (board members), staff of partner organisations, We Effect staff, relevant Government departments/agencies, community leaders and any other who may be identified in the course of the study.

Consultant's Specific tasks

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

- Develop an inception report detailing the evaluation methodology, sampling, data management, including evaluation methods, tools for data collection, and timelines for the study.
- Make a presentation of inception report and receive inputs
- Coordinating with We Effect's focal personal to ensure logistics are taken care of before field trips or meetings
- Execute the study ensuring application of appropriate methods and collection of high quality data
- 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.
- Undertake field level data collection
- Develop a draft evaluation report and share in a forum organized by We Effect
- Update the result framework with observed results against each indicator
- Document lessons learnt, experiences and best practices.
- Make recommendations for future improvements
- Participate in a session for Q&A with a power point to present the final report findings
- Conduct joint review meetings of progress as needed with We Effect evaluation team

The consultant will be based in any of the three countries and We Effect will provide assistance to visit the other two countries.

4.0. The Key Evaluation Criteria

The 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?
- To what extent have been the programme strategies effective?
- 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?
- To what extent are programme strategies for accessing land for housing relevant in achieving programme outcomes?
- To what extent is the programme advancing women's land rights (based on our definition in the policy?)
- How relevant is the programme regarding the beneficiary 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?
- What are the sustainable strategies for the cooperatives to secure financing for housing?
- 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 ACER¹ 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?
- 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 2023-2027, has one of the main result areas as gender equality, as we pursue equitable food systems. It is imperative therefore for this evaluation to capture progress made and lessons learned in enhancing gender equality and provide recommendations that will inform the upcoming programme.

The evaluation needs to address the following specific questions:

- What results has the programme achieved in mainstreaming gender (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 strategies can be employed to move towards gender transformative interventions?
- What do you consider to be the programme's main lessons towards enhancing gender equality for better management of future programmes?

¹ Adaptation to Climate Change and Enhanced Environmental Resilience

Assessment of Application of Human Rights Based Approach (HRBA).

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 2025-2030 cycle?
- How can the current approaches, methodologies or ongoing activities be modified for future restructuring of program interventions?
- Are the programs effective in communicating and making available lessons learned to other staff in We Effect and at POs levels?

5.0. Evaluation Methodology

The assignment will be carried out in close dialogue with the Programs Director and will be participatory in that it will involve all key stakeholders through direct and indirect consultations. Expected is that the key specific methods will clearly be spelt out in the inception report. Expected however as part of the methodology is the '**Feminist Methodological Approach and Guiding Principles**' which calls for the consultant to incorporate a transformative gender lens during the evaluation process and communication of results. This means the methodology needs to be rooted in feminist approach to evaluation that has into consideration these key foundational pillars. -

- Upholding and affirming ethical research practices
- Recognise the power and privilege of the evaluator during the process and work to shift this power imbalance.
- Centring collective, community-led, indigenous knowledge
- An intersectional approach that aims to conduct an inclusive and diverse process that ensure no one is left behind
- Knowledge generation is political and key for social transformation, there is a need to observe and listen voices from the diversity
- Working in a transparent way that ensures the process is beneficial for participants and they are able to affirm their ownership of the findings
- Shifting power to participants in the evaluation process.

- Evaluation process shall be guided by “do not harm” principle.

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 Member Based Organizations (MBOs) will participate during the evaluation process and, findings of the evaluation will be shared with all participants to create ownership about the process. Participatory learning approach is to be emphasized in the whole process.

6.o. Profile of the Consultant(s)

The assignment is to be conducted by consultant(s) with relevant experience in rural development, agricultural development, social development, livelihoods and gender equality or any other relevant sector with multifaceted experiences in rural development programming. The consultant should also hold the following expertise:-

- Comprehensive experience in rural development and livelihoods enhancement programming. Added advantage will be experience / work with Cooperatives or farmers member-based organizations and understanding their dynamics.
- Extensive experience evaluating livelihood programmes from HRBA perspective
- Understanding of intersectionality of gender and rural development and youth inclusion
- Has a good understanding of the existing food systems with capacity to analyze it along the various levels and isolate successes and gaps
- Should have long-standing experience in development work specifically in Monitoring and Evaluation preferably of civil society.
- 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 including cover page, the narrative part and timelines but excluding CVs, budget and sample piece of work. Proposals should include:

- An up-to-date CV(s)
- Short overview of how the firm/candidate meets the qualifications, experience and skills requirements (no more than one page)
- Understanding of the assignment
- Description of proposed approach/ methods
- Time lines
- Detailed budget – including projected travel and in-country accommodation and subsistence costs (all logistics costs included)
- A sample piece of work from a similar assignment

7.o. Duration and timing

The assignment is to be carried out during the period 15 August 2025 to 30th September, 2025.

7.1. Evaluation Timetable

The timeframe for the assignment is as follows.

Key Activities/ Deliverables	Timeline
Start date of contract by	18 th August
<i>Inception Phase</i> • Submission inception report, including detailed evaluation methodology and, key interview and Focus Groups questions	18 th -22 nd
<i>Field work initiated</i> • Key informant interviews (partners, WE and External) • Observation visit • Focus group • On going desk review	25 th August – 5 th September
<i>Information analysis and writing</i> • Data and Info analysis • Writing 1st report for comments	
<i>Submission 1st Draft evaluation report</i>	12 th September
Review and comments on draft	17 th September
Joint meeting – for Consultant to present findings/recommendations	24 th September
Submission Final version evaluation report	26 th September
<i>Reports sign off</i>	29 th September

8.o. Practical Aspects

We Effect will provide logistical support to the consultant(s) including liaising with POs as sampled to schedule FGDs, KIIs etc. Further We Effect alongside the POs will provide linkages where possible to potential KIIs for online, telephone interviews or even for the consultant to schedule interviews. The consultant should include their travel, meals and accommodation in their budget. We Effect will take care of international flights to the two other targeted countries but not in-country travel.

9.o. Final Report

The final report should be prepared on a word processor (preferably Word) and submitted in electronic format. The report will be no more than 40 pages, including an executive summary and excluding annexes. To be submitted also include hard (to country offices) 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. Lessons Learnt 4. Conclusions and recommendations 5. Annex Terms of reference for the evaluation; Summary of composition and profile of the facilitator team; List of people consulted or interviewed (if not covered in the Methods chapter); Data collection tools; Any other item

10.0. Application

Interested and qualified firms/consultant(s) are invited to send in their expression of Interest, a financial quote (include number of days, rates per day and any other resources required for the consulting team), and detailed CV for the consultants. Suitably qualified consultants are requested to submit their bids to EasternAfrica@weeffect.org and copy Nancy.wanjiku@weeffect.org and return it latest by **11th August, 2025 10.00EAT**. Note that, application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted for the next steps in the application process.

Anti-corruption Clause

We Effect adopts zero tolerance to corruption, and it is expected that We Effect agents and bidders will not be involved in any forms of corruption such as canvassing, bribery, nepotism, illegal gratuities or other form of abuse of trust, power and position for improper gain. Both parties will actively work to deter, prevent, detect and act on all forms of corruption and other irregularities. Any form of misconduct by a bidder will lead to nullification of the bid, and the organizational anticorruption policy actions will apply to We Effect staff or their agents.