



Centre for Organizational Learning

END OF PROJECT EVALUATION

Terms of Reference (TOR)

Project Number: A-AFM-2021-0079

Project title: Developing Civil Society Organizations as a model and Source of transformational, ethical leadership in East Africa, continuation.

Project period: May 2021 – April 2024

Project area: Tanzania (mainland), Kenya, Uganda.

PART I: BACKGROUND INFORMATION

I. I. ABOUT EASUN

I.1.1. Brief background

EASUN, a civil society organization (CSO) established in 1993, is dedicated to promoting social justice and development in African communities. It achieves this goal by offering training, organizational development (OD) interventions, and coaching to empower leaders and organizations with transformative facilitation skills that foster culture change for participative practices and sustainable development. Situated in Arusha, Tanzania, EASUN serves as a Learning Centre for civil society development, with its offices housed in the self-owned Learning Centre Building.

Over its 25-year history, EASUN has improved leaders' capacities in community and organizational transformation. EASUN applies both diagnostic and dialogic methods in its training and OD interventions. The training helps leaders to inspire and engage individuals from diverse backgrounds, including men, women, and youth, to actively participate as empowered actors in community life, and planned change through development project activities. EASUN's goal is to empower leaders, communities, and organizations to become living systems that can thrive and grow. Our interventions facilitate culture change and promote sustainable democratic governance.

A new practical approach by EASUN involves establishing partnerships with CSOs that benefit from its support. Presently, EASUN is working on enhancing the capacities and transforming facilitation approaches for five CSOs dealing with issues like gender-based violence, violence against children, and environmental management. This number will increase as more CSOs recognize the significant developmental impact achieved through capacity development in ongoing collaboration.

I.1.2. EASUN's purpose

Vision

EASUN envisions a civil society confidently expressing its values and purpose through ethical practices in leadership styles, organizational culture, activities, and relationships.

Mission

EASUN creates spaces within which leaders learn to build a better history through new ways of thinking and taking ethical action to leverage capacities for empathy, equity, inclusion, and synergy in organizations and communities.

PART II: THE EVALUATION

EASUN seeks to commission an end-of-project evaluation in 2023. The follow-up project: "Developing Civil Society Organizations as a Model and Source of Transformational, Ethical Leadership in East Africa" is co-funded by the German donor organization "Bread for the World" BftW, and has been implemented by EASUN over a three-year period between May 2021 – April 2024. The project serves to take forward EASUN's transformative work with civil society organizations in East Africa through various interventions that are increasing the abilities of CSOs to perform as agents of transformative change in the communities they serve.

BftW has financially supported projects of EASUN on leadership, organizational development, and community change facilitation practice improvement for CSOs in East Africa since 2003. Projects are geographically focused on Tanzania, Uganda and Kenya.

II.1. THE PROJECT

II.1.1. Overall Development Goal (impact level)

Contribute to bringing about participative, collaborative and inclusive leadership practices and organizational structures within East African civil society.

II.1.2. Project Objectives (outcomes) and indicators

The project has two objectives as detailed hereunder with respective indicators:

Objective 1: CSOs with their trained staff have embedded participation, empowerment and inclusion in their organizational culture and community work.

Indicators:

- At least 70%-FOLD participants implement action plans to ensure consistent application of transformative leadership styles in their organizations and/or communities.
- At least 6 case studies (at least 3 of them involving male leaders) demonstrate how trained leaders have effectively imparted transformative values and skills for changing oppressive gender relations in communities.
- At least 40% of reached youth leaders have taken actions that demonstrate their ability to create empowering change in group/organization or communities.

Objective 2: Capacity of CSOs and their network organizations to effectively manage change, sustain organizational identity, shared purpose and collaboration are enhanced.

Indicators:

- At least 82 reached CSOs or network organizations took actions to enhance organizational identity management and collaboration.
- At least 20 reached CSOs or network organizations confirm that they design their work in a changing environment context appropriately and effectively.

II.1.3 Target groups:

Direct target group	Activity		
		Female	Male
Leaders of 82 CSOs (Executive directors, board members, senior programme managers, community outreach staff)	Facilitating Organizational Learning and Development (FOLD) (81)	170	115
	OD interventions for 12 individual CSOs (144)		
	Identity Development (ID): CSO identity construction workshops (30)		
	ID: Board training sensitization workshops (30)		
Leaders or members of 20 local, community-based groups or organisations (linked to the 6 strategic partner organisations of EASUN)	Transformational leadership training for Women's Rights and Empowerment	28	12
Young leaders (20-35 years old) of 18 local, community-based groups or initiatives	Project Greenhouse for young social justice innovators	21	15
Leaders of 20 national and regional networks and network organisations	In-country networks training (30)	36	24
	ID: Regional training for leaders of CSO networks (30)		
Field workers of 20 CSOs	"Creativity is the heart of facilitation" workshop for fieldworkers of CSOs	18	12
Potential young women leaders in CSO (internship programme)	Internship program for young women leaders	3	0
EASUN trainees (former and current participants of EASUNs interventions)	My daily support app	186	114
<i>Total direct target groups</i>		462	292

Geographically, the project focuses on Tanzania, Kenya and Uganda.

The project sought to address a combination of existing and new groups. Individual participants in each of the activities will be new, except where specific organizations may send an individual who has previously attended one EASUN activity (EASUN usually encourages organizations to send new individuals in order to expand their organizational experiences with new awareness and skills). For OD support, it was estimated that up to 40% will be old, because organizations experience

development by addressing challenges that emerge as they go through different phases of development. EASUN has adopted strategic partnership model with five organizations. Among them is UZIKWASA (Pangani district, Tanga region) in the past and continued partnership should enable UZIKWASA to effectively address its own emergent change management challenges. The partnership sought to take a new and more advanced turn of jointly supporting the capacity development of other organizations.

II.2. PURPOSE OF THE EVALUATION

II.2.1. Overall

The aim of this evaluation is to determine the project's efficiency, effectiveness, coherence, relevance, impact, and sustainability. The evaluation will enable EASUN to ascertain and reflect on what has been achieved, what has not been achieved and why, what are the challenges, and what has been learned during the project implementation period, and to provide important feedback and recommendations on improvements.

This evaluation is expected to provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of the project stakeholders. It will assess the performance of the project against agreed objectives and indicators, project design (including planned against implemented activities, planned against reached – in number and type - target groups), implementation strategies, and approaches, hereby identifying changes brought by the project.

While the focus of the evaluation is on this project (see II.1; 05/2021 – 04/2024), previous projects shall be taken into account for a broader impact assessment of the programme and genesis of the programme over time.

II.2.2. Specific areas to explore

- Assess the performance of the project with regard to its relevance, coherence, effectiveness, efficiency, impact, sustainability (see II.2.3).
- The evaluation will determine the progress towards achievement of the project objectives and indicators, which shall include a reflection of the monitoring system and a plausibility check towards reported state of the indicators.
- Assess the intended and unintended outcomes of the project and determine the level of the project's contribution to these outcomes. The evaluation will clearly identify the outcomes achieved.
- Assess the effectiveness of approaches/strategies and activities in modeling a civil culture of governance of CSOs.
- Assess the extent of *shared value* with beneficiaries, i.e., a) scope of alignment between EASUN's outreach strategies and CSOs own felt needs for capacities; b) how CSOs supported by EASUN are themselves changing and growing while creating better value to communities they serve.
- Examine extent to which EASUN is effectively organized for learning and ways in which its learning systems are informing how the organization is managed, as well as influencing its adoptability to critical changes in its environment.
- A broader assessment of both institutional and project approaches and strategies towards institutional financial sustainability.

II.2.3. Key evaluation questions

Impact

1. In how far does the project contribute to its overall development goal?
2. What significant positive or negative, intended or unintended effects and changes can be seen as a result of the project? Are there non-visible changes (e.g., attitude)?
3. What changes within the CSOs can be plausibly associated with the intervention/s of this project?
4. What tangible and intangible benefits have the project's interventions brought to civil society organizations in East Africa?
5. Can the project plausibly demonstrate a contribution to broader positive social and political changes in the countries of operation?
6. In how far has the project enhanced adaptive capacities to changing contexts and environments for civil society organizations?
7. To what extent have the skills and values imparted by EASUN to its strategic partner organizations led to transformation of their organizational culture, fostering increased inclusivity, and empowerment of women?

Relevance and quality of design

1. To what extent does the project align with the needs and challenges of civil society in Tanzania, Kenya and Uganda?
2. To what extent do the project objectives and the overall design of the project respond to the needs and priorities of the target groups? Are project objectives still relevant?
3. What was the rigor of analysis that informed the project design (e.g. context, problem analysis, comprehensiveness of analysis of risks, assumptions, depth of gendered analysis etc.)?
4. In how far have the target groups been actively involved in project planning, identifying needs and designing strategies, in implementing, monitoring, and adapting the interventions?
5. How (if at all), was the project design adjusted to respond to any relevant changes in the operating context?
6. To what extent are project design and strategic orientations relevant to the context? How are beneficiaries (CSOs; individuals) selected? Taking into account that some were also beneficiaries of previous projects, what relevance does this project play for them?

Coherence

1. Are the project's objectives and activities logically connected and consistent with its overall goal?
2. How well do the different components of the project complement each other to achieve the desired outcomes?

Delivery and Efficiency

1. Are there opportunities for the project to enhance cost-effectiveness without compromising its goals? If so, which?
2. How efficient has the project utilized its resources (financial, human, and time)?
3. Do the quantity and quality of results justify the resources used, including financial, time, expertise, staff, and equipment? Were sufficient human resources (internal, external) availed for project planning, implementation and monitoring?

4. To what extent has the project reached its target group in terms of planned categories and numbers compared to the achieved figures? What were the primary factors influencing this reach? How efficient is the project of strategic partnerships?
5. Are approaches, strategies, and interventions appropriate, realistic, and adequate to lead to the objectives? Are there more cost-effective alternatives for achieving the same results?
6. Were all project activities executed as planned? If not, what were the reasons for deviations?
7. In how far were gender and inclusion considered during project implementation?
8. Will the project objectives be achieved within the designated timeframe?
9. Some of the CSOs have been beneficiaries from various projects or at least beyond this project - in how far do effects and changes justify resources used?
10. How is the quality of working relationships within the team and with external actors; are sufficient linkages and coordination made with other actors, service providers, similar interventions to foster synergy and prevent overlap?
11. How effective is the project PME (planning, monitoring, evaluation)-system and practices? (e.g., collection, organization, analysis, use of project baseline & monitoring data to inform decisions)? In how far was the project PME improved compared to the previous project phase? Is it fit for purpose?
12. Is the quality of day-to-day project management (e.g., budgetary controls, risks management, accountability, project governance etc.) adequate and fit for project purpose? How efficient are EASUN's organizational strategies, processes, procedures, and management and accountability structures?
13. Does the organization have the necessary personnel with the qualifications and skills required for the project's successful implementation, and is there a documented process to ensure staff competence and suitability for their roles?

Effectiveness

1. To what extent have project objectives and corresponding indicators been achieved and how likely will they be fully achieved by the end of the project?
2. What are the key determinants for achieving or failing to achieve these objectives?
3. What are the short-term and intermediate-term effects, both intended and unintended, that have resulted from the project?
4. What quantifiable progress or achievements has the project realized in fostering civil society organizations as examples of ethical leadership?
5. Have the project's activities yielded the intended outcomes and positive transformations in the targeted organizations and communities?
6. How has EASUN's methodology contributed to influencing facilitative, participatory and inclusive leadership practices among CSO leaders? In what ways has it strengthened CSO awareness and skills for networking? Influenced shifts in specific skills, values and practices of facilitators of change in organizations and communities?
7. How has the project contributed to the awareness of ethical leadership and the need for its development in the region?

Sustainability

1. Does the organization have a functioning human resource (development) strategy?
2. Does EASUN have a phasing-out strategy and how effective is it? In how far are CSOs enabled to continue their organizational development and self-manuevering externalities and changing environment after the end of this project without support by EASUN?
3. In how far is EASUN dependent on financial cooperation with BftW? Does EASUN have and implement a strategy for resource mobilization/income generation/fundraising? Is it effective?

Are capacities and potential for income generation and institutional sustainability fully utilized? Is there a (potential) business case for EASUN 's organizational development work? (for all activities or some?)

4. How effectively has the project established a foundation for the continued development of ethical leadership within civil society organizations beyond the project's conclusion?
5. Is there tangible evidence of local ownership and capacity-building to ensure sustainability beyond the project's lifespan?
6. To what extent will the anticipated positive effects or changes last after the project?
7. To what extent has the project leveraged knowledge to create sustainable impact on the target groups?
8. How were the project's approaches integrated into the institutional structures and practices of CSOs?
9. To what extent is EASUN capable of adapting its policies, strategies, and practices to a changing external environment?

II.3. EVALUATION METHODOLOGY

II.3.1. Overall

The evaluation will be conducted in a participatory manner involving direct project beneficiaries and a selected sample of indirect beneficiaries (field workers as well as community leaders and women in local communities facilitated by EASUN-supported organizations). Both qualitative and quantitative data will be collected. The evaluator/s need to develop a suitable methodology to respond to the above key evaluation questions to determine relevance, coherence, effectiveness, efficiency, impact and sustainability (see II.2.3).

The evaluation will involve reached CSOs in Tanzania, Kenya and Uganda. To ensure cost-effectiveness and efficient data collection, a combination of online platforms like Zoom and Skype will be applied, especially in Kenya and Uganda. Physical visits will be conducted in specific areas in Tanzania as part of the evaluation process. This comprehensive approach will enable gathering of insights and feedback from a diverse range of stakeholders across the three countries.

II.3.2. Tasks and deliverables

The scope of work will include, though not limited to the following broad areas

1. One (1) day pre-evaluation meeting with EASUN to discuss TORs and evaluation scope and plan.
2. An in-depth study of documents containing information relevant for the evaluation. These include general information about EASUN, including its strategic plan, Newsletters, specific project documents (project application, semi and annual reports, EASUN end of year review reports, semi-annual activity and annual narrative project reports, monitoring reports, documented outputs and outcomes (see indicators), follow-up reports, and financial reports) and notes from EASUN organizational learning Site activities.
3. Study of the project management system and the PMEL (planning, monitoring, evaluation, learning)-system including monitoring framework, tools, responsibilities, documentation, and knowledge management.

4. Preparation of an Inception Report (IR) for the evaluation and share it with EASUN by 29 November 2023 for feedback and possible modification. The IR will include; an evaluation framework with suggested evaluation methodology, data collection methods and tools, analysis and reporting plan.
5. Data collection.
6. Analysis and interpretation of collected data.
7. Preparation of draft evaluation report and presentation of key findings to EASUN for feedback and verification.
8. Review of draft report after feedback (both EASUN and BftW will provide feedback) and prepare final evaluation report.

II.3.3. Expected deliverables from the Consultants

1. Inception report to be sent to EASUN by **29 November 2023**
2. Detailed evaluation framework, detailed schedule for the evaluation and the key participants to be interviewed/ discussed with.
3. Data gathering tools and processes that will be used in data collection.
4. Preliminary report for feedback and comments by EASUN, and other key stakeholders.
5. Draft and Final evaluation report.
6. Filled recommendation table (see annex I)

II.3.4. Organization and management of the evaluation

1. EASUN staff and the evaluators will agree on the time for pre-evaluation meeting to discuss the TOR and a tentative evaluation plan.
2. EASUN staff/associates will inform potential interviewees and stakeholders about the evaluation and where necessary accompany consultants in field trips (EASUN will not be present during interviews with respondents) and provide the needed project documents for review.
3. The Consultants will be responsible for designing methodology and evaluation tools, arranging meetings with interviewees, collecting data, analysing information collected and compiling the draft and final report.

II.3.5 The evaluation report

Evaluation report

The final report shall be written in English (maximum 40 pages excluding annexes) and has at a minimum – and at the very least contain the following contents:

- i. Key data of the evaluation: Name, number, duration of the project to be evaluated, title of the evaluation, principal of the evaluation (who will commission the evaluation), contractor of the evaluation, date of the report.
- ii. Executive summary: a tightly drafted, to-the-point, free-standing document (no more than 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.
- iii. Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the project evaluated and relevant frame conditions
- iv. Evaluation design/methodology

v. Key results/findings: with regard to the key evaluation questions pointed out in the five evaluation criteria that include efficiency, effectiveness, relevance, impact, and sustainability (including project and context analysis), Assessment of the extent to which issues of equity and gender are incorporated in the project.

vi. Conclusions based on evidence and analysis

vii. Recommendations regarding future steps/activities/follow-up – carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible, for each conclusion a recommendation).

viii. Lessons learnt (generalizations of conclusions applicable for wider use).

ix. Annexes (TOR, list of persons/organisations consulted, gender distribution and social representation of the respondents, literature and documentation consulted, evaluation tools, recommendation table etc.).

6.0 Recommendation Table

This document presented by the evaluation team is to assist the contractor (EASUN) and other actors receiving recommendation by the evaluation. The format is in annex I (Recommendation table). The evaluation team has to fill in the key data of the evaluation and the recommendations.

II.4. KEY TIMELINES

Task	Expected deliverable	No. of Days	Due date	Responsibility
Inception meeting	Understanding of the project and EASUN approach to OD	1	23 November 2023	EASUN/ Evaluator
Document review	Review of documents relevant to project implementation including evidence collected by the project in line with the monitoring framework.	3	26 November 2023	Evaluator
Preparation of the inception report	Inception report including a precise presentation of the consultant's understanding of the TOR and the assignment therein, including: <ul style="list-style-type: none"> Detailed methodology and sampling design with emphasis on quality assurance. Detailed work plan. The sampling design shall include the selection of informants/respondents. Draft of the tools 	2	29 November 2023	Evaluator/ EASUN
Field work/ analysis/ preparation of preliminary findings	Data set available and analysis completed	13	30 November – 13 December 2023	Evaluator/EASUN
Presentation of the first draft document at EASUN, feedback, and improvement of the document	Draft report prepared and shared in soft copy	1	20 December 2023	Evaluator/ EASUN/ CSS- INTERFINi
Feedback to the draft report from EASUN and BftW (2 weeks).	Feedback gathered to inform final report with comments fully incorporated and addressed	1	29 December 2023	EASUN & BftW
Finalisation of the report	Final report	1	8 January 2024	EASUN & BftW

II:4 CONSULTANT COMPETENCIES AND APPLICATION PROCEDURES

II: 4:1 Consultant Competencies

The evaluation should be conducted by a team of consultants (preferably at least one woman) with the following competences:

- a) Good knowledge and proven experience in project or programme monitoring, evaluation and learning (PMEL)
- b) Sector knowledge and sound knowledge of the project context in Tanzania, Kenya and Uganda.
- c) Exposure to OD; Experience designing and facilitating learning frameworks related to change management would be an important asset.
- d) Strong experience and communication skills to facilitate interviews (including remotely), with a range of actors.
- e) Fluent in written and spoken English and Swahili.
- f) Demonstrable experience of producing high-quality, credible reports in English.
- g) Experience/knowledge in human rights, gender equality, social justice, conflict transformation, good governance, empowerment would be an asset.
- h) Knowledge in resource mobilisation/income generation/fundraising would be an asset.

II: 4:2 Application procedure

Interested consultants should submit a proposal to briefly describe how the consultant intends to undertake this assignment and possible sources of information/data. Applicants should also explain how their professional experience matches the skills and qualifications listed. Proposal needs to include:

- Suitability for the consultancy (maximum 1 page), including commitment to availability for the entire assignment and highlighting understanding of the assignment,
- Technical proposal for the evaluation, including an outline of the proposed methodology and a work plan (maximum 2 pages)
- CV(s) (and company profile), including contact details for two references.
- A sample of previous work relevant to the assignment (in English)
- Indicative budget (maximum 1 page) covering daily rate(s) and any related expenses.

Rates should be in Tanzania Shillings and inclusive of VAT. The consultant will be subjected to Withholding Tax as per the Tanzania Revenue Authority (TRA) laws.

All proposals must be submitted in soft copy to info@easuncentre.org cc:namayani.mollel@easuncentre.org with subject line “Consultant- End of project Evaluation” by 19th November 2023 at 5 p.m. (East Africa time)

II:4.3 Questions and Clarifications

All questions and/or clarifications regarding this TOR must be submitted in writing to info@easuncentre.org (cc: namayani.mollel@easuncentre.org) no later than 17th November 2023 by 5 p.m. (East Africa time). All correspondence and/or inquiries regarding this solicitation must reference the EOI Project Evaluation. Questions and requests for clarification, and the responses

thereto, that EASUN believes may be of interest to other interested consultants, will be circulated to all ToR recipients who have indicated an interest in EOI.

The following documents are annexed to this TOR

<i>Annex 1</i>	<i>Recommendation table - overview about conclusions, recommendations and lessons learnt</i>
<i>Annex 2</i>	<i>Implementation Plan</i>

Annex I (Recommendation table)

TOR (Chapter)	Evaluation Report (Chapter)	Priority (high/low: 1-3)	Conclusion	Recommendation	Rec. to
				<i>Recommendation 1:</i>	
				<i>Recommendation 2:</i>	
				<i>Recommendation 3:</i>	
				<i>Recommendation 4:</i>	

As the case may be please add additional lines for recommendations

Annex 2 Implementation Plan: Evaluation of Project (To be completed by EASUN after receipt of final evaluation report)

Date:						
Name of the project evaluated:						
Evaluation is commissioned by (Person in charge, desk and organisation):						
Name(s) of the evaluator(s):						
Date of Final Report:						
Person in charge for monitoring of the implementation plan:						
Recommendations of the evaluation	Is the recommendation accepted?			In case of “yes”: Please indicate sub-steps, mile stones or indicators for the implementation of the recommendation. In case of “partly” or “no “: Please indicate the reasons why the recommendation cannot or only partly be implemented. Where appropriate please present alternative proposals with sub-steps.	until (m/y)	Person/ institution in charge
	yes	partly	no			
Recommendation 1:						
Recommendation 2:						
Recommendation 3:						
Recommendation 4:						