

**Terms of Reference – Meta-Evaluator
Mid-Term Evaluation
DGD programme 2022-2026**
December 2023

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1. Background information

1.1 Introduction

Trias is a movement NGO. In Flanders, it is backed by three rural and three entrepreneurial **Membership-Based Organizations (MBOs)**: KVLV, Landelijke Gilden, KLJ, Markant, Unizo, and Neos. Trias is also supported by a larger network that identifies with its vision, encompassing organizations such as CD&V and KUL. The MBOs and the network are formally represented in the Board and General Assembly and help to steer the organization. The MBOs' characteristics and beliefs are integrated in Trias' identity and form an important contribution to the definition of its strategic choices.

Trias' vision is based on the belief that individuals, groups, and MBOs like cooperatives, credit and saving groups, etc. can become important actors for more social justice. Trias' mission is to work with key members, staff & management of our MBO partners in order for MBOs and their members (family farmer and non-farmer entrepreneurs) to become drivers of resilient and sustainable entrepreneurship, in order to influence system changes towards more social justice worldwide.

The Trias **DGD programme 2022-2026 "Towards social justice worldwide, driven by inclusive and sustainable family entrepreneurship"** consists out of **14 country-programmes**: Guatemala, Honduras, El Salvador, Ecuador, Peru, Brazil, Burkina Faso, Guinea, DR Congo, Cameroon, Uganda, Tanzania, Belgium and the Philippines. Each country programme has its specific objective and programme content, but there is one overarching Theory of Change for all countries, which is contextualized differently in the different countries. All countries work within the framework of the Trias Strategy Note 2022-2031.

1.2 Focus area of the mid-term evaluation

For DGD, all organisations have to conduct a mid-term evaluation. It is not obligatory to include all countries in this evaluation. The evaluation does not need to be structured according to the DAC-criteria and its main aim is for the organization to learn from the results. For this mid-term evaluation, Trias decided to define a focus area for the whole organization. Within the framework of this focus area, it is then open for the different participating countries to define more specific learning questions for their own country evaluations.

The focus area of the mid-term evaluation has been determined as follows: **How effective are the strategies and approaches that Trias, in cooperation with the MBOs, employs to implement its Theory of Change focusing on its integrated approach of the 3P's of people, planet and profit?**

Background for this focus area:

In our new strategy, we focus on the 3P's, (people, planet, profit) in the deployment of our strategies and actions together with the MBO's. These are translated into our three core areas of inclusion, environmental sustainability & climate change, and entrepreneurship/business development. Based upon our ToC (see below), which is translated in a narrative of change at program level, we intend to achieve results at the level of outcome, which is situated in the change we envisage in the performance of the MBO as well as changes in the skills and behaviours of their members, and at the level of impact, which is related to the change we envisage for the members and the MBOs to be actors of societal change within their environment.

With this focus in the mid-term evaluation, we would like to look at the link between the approaches with which we implement the new Trias strategy and the outcomes (sphere of influence) we want to achieve, in relation to the narrative of change. This focus on the outcome-level means we will not focus on the impact-level in this MTE.

Some possible evaluation questions are: Is it reasonable to assume that the approaches we use will lead to the desired results and outcomes? Are the approaches we use effective in achieving these objectives? Which ones have proven to be (most) successful? Are there certain approaches which do not align so well with what we want to achieve? Is the potential to deploy the approaches and make them more effective fully developed and what can be done to strengthen this at regional level and at Trias WW level?



Influencing system changes towards more social justice worldwide

Long-term impact

WOMEN, YOUTH & ECONOMICALLY UNDERPRIVILEGED ENTREPRENEURS

Feel more safe and respected
Have equal access to knowledge, technology, services & natural resources
Have increased, diversified & sustainable incomes
Have increased climate resilience capacity

MBOs & THEIR MEMBERS ACT AS TRUE GLOBAL CITIZENS, BY

Helping to transform the root causes of inequality, power imbalances and poverty
Nurturing empathy, equity and respect
Exercising self-determination and solidarity
Promoting and contributing to just & sustainable social, political and ecological systems

Medium-term outcomes

MEMBERS, ESPECIALLY WOMEN & YOUTH

Have gained self-confidence and relevant skills
Develop inclusive & sustainable businesses
Take up an active leadership role in their MBOs, business & communities
Share new knowledge & insights with peers

MBOs

Become more inclusive, democratic, professional & resilient
Implement green strategies & climate actions
Build powerful alliances
Influence more effectively public policy & other actors
Improve the quality and accessibility of their services

Short-term results

IMPROVED AWARENESS ABOUT

Challenges of entrepreneurs worldwide, especially for women & youth
Unbalanced power relations, social injustices & gender inequalities
The causes & consequences of climate change
Everyone's roles, rights and responsibilities
The contributions of women and youth in the economy & social fabric

STRENGTHENED MBO-CAPACITIES

Inclusion of women, youth & economically underprivileged people
Institutional management
Climate change and environment
Financial planning & management
Entrepreneurship-oriented service delivery
Lobbying, advocacy & networking

Trias strategy

Organisational strengthening & institutional development of member-based organisations (MBOs)

Environment & climate change

Market access & business development

Inclusivity

Context

- ✓ New movements defend rights, human dignity and address injustice
- ✓ Technology and innovation can counter inequality and inequity
- ! 500 million youth below the age of 24 survive on less than 2\$/day
- ! Women represent up to 70% of poor people on our planet
- ! More migration, poverty and inequality due to climate change
- ! Population boom and economic growth puts pressure on habitats & biodiversity
- ! Increasing urbanisation => increasing demand for agricultural production & innovations to feed cities
- ! Overflowing informal sector dominated by one-person businesses in many countries in Africa & Asia
- ! A striking decline in human rights in recent years
- ! The democratic playing field is shrinking systematically all over the globe
- ✓ Belief in, and call on, civil society to counter structural injustice
- ✓ Call on civil society to expand and bond beyond their traditional network

2. Objectives and methodology of the assignment

The main objective of this mid-term evaluation is to learn how to adjust the Trias strategy and approach for the remainder of the current DGD programme and for the development of the next DGD programme. For this mid-term evaluation, separate country evaluations will be conducted in different Trias regions. The countries which will participate are still being selected at the moment. These country evaluations will be carried out by consultants from the respective countries. Taskforces will be established in every participating country or region with people from the Trias country teams as well as from the partner organisations. These taskforces will determine the specific evaluation questions for these country evaluations, within the overall focus area described above.

To ensure that there can also be learning on a Trias-wide level, Trias wants to hire a meta-consultant. The main task of this meta-consultant will **be to analyse the different country studies and to write a report** which brings the different findings together and draws conclusions on the Trias corporate level. Furthermore, the role of the meta-consultant will be to **ensure the comparability and quality of the country evaluations**. The meta-consultant will work closely with and under the supervision of the MTE taskforce, which was established to guide and oversee the whole evaluation process at the Trias corporate level.

The meta-analysis will be done through a **qualitative desk study**, including document analysis and bilateral contacts with the regional staff coordinating the exercise.

The meta-evaluation seeks an **answer to the following questions**:

- How effective are the strategies and approaches that Trias employs in achieving the outcomes described in the TOC?
- How can the strategies and approaches be improved during the current DGD programme and after?

To be able to achieve the above we suggest -among others- following **tasks**:

- Draft a common ToR for hiring the country consultants, which will then be contextualized and published by the different Trias country teams.
- Write a concise methodological framework for the country evaluations, which will ensure that a comparison and an analysis at the corporate level is possible.
- Design a report template for the regional evaluators to ensure comparability of the reports.
- Review the methodologies of the different country evaluators, to ensure quality and comparability of the reports.
- Attend the (digital) MTE taskforce meetings to discuss progress and steer the process.
- Observe TRIAS actions, communication with regional evaluators, approach, coordination, etc. during the evaluation process, and give constructive feedback with an aim of increasing Trias' internal capacity and competencies.

The following documents will be made available for the assignment:

- Strategy note Trias 2022-2031 and Theory of Change
- DGD programmes 2022-2026 including organizational development plans (ODPs) with partner organisations
- Any other documents upon request

3. Expected outcomes

- Development of a common ToR as basis for hiring country consultants
- Create a common methodological framework for the country evaluations
- Create a common report template for the country evaluations
- Coaching and supervision of country consultants regarding the country evaluations
- Development of a meta-evaluation report
- Facilitation of a learning event
- Presentation of results

4. Indicative timeline

	Involvement meta-consultant										
		Jan	Feb	March	April	May	June	July	Aug	Sep	
<i>Defining global approach</i>	x	x									
<i>Developing common standard ToR for country consultants</i>	x		x								
<i>Formation country taskforces + formulation country evaluation questions</i>		x	x	x							
<i>Publication country ToR & hiring consultant</i>			x	x							
<i>Coaching and supervision of country consultants regarding the country evaluations</i>	x			x	x	x	x	x	x		
<i>Drafting meta-evaluation report based upon the country reports</i>	x								x	x	
<i>Facilitate learning event</i>	x									x	
<i>Finalise and present meta-evaluation report to TRIAS</i>	x									x	

Timing can be adapted due to circumstances and in common agreement.

5. Estimated days of the assignment

Description	Estimation # days
Initial meeting with MTE taskforce, preparatory reading	2
Development of common country ToR	1
Development of common methodological framework	3
Coaching of country evaluators (on methodology, during evaluation process and during the writing of the country evaluations)	8
Interviews with M&E and other relevant Trias staff in preparation of the meta-evaluation report	2
Analysis and write-up of meta-evaluation report	11
Learning workshop	1
Finalization meta-report after feedback	2
Total	30

The amount of days indicated above is just an estimation and leaves room for adjustments. For the foreseen budget (see '7. Budget' below) a margin of around 15% has been taken into account.

6. Profile of the evaluator(s)

Preference will be given to applicants with the following qualifications, experience and skills:

- The consultant should be able to work in English, French, and Spanish. (Guidelines and the meta-evaluation report will be written in English and DeepL translations of the documents will be reviewed by the consultant)
- Proven international experience in evaluations, including at least five years of working experience in carrying out evaluations of development projects/programmes
- Knowledge of evaluation of capacity building activities and familiarity with the Theory of

- Change concept
- Knowledge of the international development cooperation sector
- Ability to produce well written analytical reports
- Experience in methodologically coaching teams is an asset

7. Budget

The budget foreseen for the meta-evaluation itself is about 25.000 euro excl VAT (for 30-35 days). In addition, budgets will be foreseen for the country evaluations. The budget for the country evaluations will be determined based on the ToRs of the evaluations and will be managed by the regional offices of Trias.

8. Procedure

- Write a short proposal (max 2 pages), with:
 - o Methodology
 - o Proposed planning and budget (total price in euro exclusive VAT and inclusive VAT should be indicated, as well as the price per day)
- Send your interest for this job + your short proposal as well as a short CV (max 2 pages – focus on experience with similar assignments) per email to marina.moyo@trias.ngo
- Latest date of submission of proposal: 29 January 2024.
- Trias will inform the winning candidate by 9 February 2024.
- The scoring of proposals will be 20% on price, 20% on language skills, 30% on experience and 30% on methodology.

In case you would like further explanation with regard to this assignment, please contact marina.moyo@trias.ngo.