

TERMS OF REFERENCE (ToR)

Development of an Evaluation Consultancy Guide for African Evaluators

1. Background and Context

Africa possesses a vast and diverse pool of evaluators with expertise spanning multiple sectors and linguistic backgrounds, including Anglophone, Francophone, Lusophone, and Arabophone contexts. The continent is also home to the world's youngest population, with more than 50% of its population under the age of 25, representing a significant demographic dividend and an opportunity to build a dynamic and competitive evaluation workforce (United Nations Department of Economic and Social Affairs [UN DESA], 2023; African Development Bank [AfDB], 2022).

Despite this comparative advantage, many African evaluators face persistent challenges in securing evaluation consultancy contracts, particularly within highly competitive international bidding processes. Studies and practitioner insights indicate that proposals submitted by evaluators on the continent often fall short of the technical quality, methodological rigor, and compliance standards required by commissioning agencies (World Bank, 2021; OECD, 2020). Consequently, African evaluators are frequently overlooked or engaged only as junior partners in externally led consortia, with limited influence over the design and implementation of evaluation assignments (Chouinard & Milley, 2018; AfrEA, 2021).

This situation has contributed to several systemic challenges, including reduced competitiveness of African evaluators in the global market, declining interest in consultancy opportunities, erosion of entrepreneurial spirit within the evaluation profession, limited opportunities for young and emerging evaluators (YEEs), and continued dependence on external expertise (ACBF, 2017; AfDB, 2022).

To address these challenges, the African Evaluation Association (AfrEA), in partnership with the African Capacity Building Foundation (ACBF) within the framework of the Capacity Development for Africa's Structural Transformation (CADAST) project proposes the development of a comprehensive Evaluation Consultancy Guide. This guide will serve as a practical resource and quality assurance tool to strengthen the capacity of African evaluators to respond effectively to calls for proposals, meet international standards, and improve their success rate in securing evaluation consultancy assignments.

2. Purpose of the Assignment

The purpose of this assignment is to develop a practical, user-friendly Evaluation Consultancy Guide that enhances the capacity of African evaluators to design high-quality, competitive proposals and successfully win evaluation consultancy contracts.

3. Objectives

The objective of this consultancy is to design an evaluation guideline that strengthen the competitiveness and market readiness of African evaluators in securing evaluation consultancy opportunities.

The Consultancy seeks to:

- a) Identify key gaps and challenges faced by African evaluators in responding to consultancy bids
- b) Document best practices and success factors in evaluation consultancy bidding
- c) Develop step-by-step guidance for preparing high-quality technical and financial proposals

- d) Provide practical tools, templates, and checklists for proposal development
- e) Promote inclusivity by addressing the needs of young, emerging, and linguistically diverse evaluators

4. Scope of Work

The individual consultant will undertake the following tasks:

4.1 Inception Phase

- Conduct preliminary consultations with AfrEA and ACBF
- Refine the methodology and workplan
- Submit an inception report

4.2 Diagnostic and Needs Assessment

- Review existing evaluation proposals (successful and unsuccessful where available)
- Conduct a desk review of donor requirements and procurement standards
- Engage key stakeholders (evaluators, commissioners, firms, YEEs) through interviews, surveys, or focus groups
- Identify capacity gaps and barriers to success

4.3 Development of the Guide

The guide should include, but not be limited to:

- Understanding calls for proposals and Terms of Reference
- Structuring technical proposals
- Writing strong methodologies
- Budgeting and Financial Proposal Preparation
- Team composition and partnership strategies
- Compliance with donor requirements
- Common mistakes and how to avoid them
- Practical templates, checklists, and examples
- Quality assurance tools for self-assessment

4.4 Validation Phase

- Facilitate stakeholder validation workshop
- Incorporate feedback from AfrEA members, partners, and experts

4.5 Finalization

- Produce the final Evaluation Consultancy Guide
- Ensure accessibility and usability (clear language, structured layout)

5. Deliverables

The consultant/team is expected to deliver:

1. Inception Report (including methodology and workplan)
2. Diagnostic/Needs Assessment Report
3. Draft Evaluation Consultancy Guide
4. Validation Workshop Report
5. Final Evaluation Consultancy Guide (including tools and templates)

6. Methodology

The consultant is expected to adopt a participatory and mixed-methods approach, including:

- Desk review of literature and existing materials
- Surveys and/or interviews with stakeholders
- Comparative analysis of successful and unsuccessful proposals
- Inclusive engagement across linguistic and regional groups

The methodology should ensure:

- Gender responsiveness
- Inclusion of young and emerging evaluators
- Consideration of Africa's linguistic diversity

7. Duration and Timeline

The assignment is expected to be completed within 10–15 weeks, distributed as follows:

Duration	Description	Output
Weeks 1-2	Inception report	Inception report submitted to AfrEA and ACBF for review
Weeks 4-5	Stakeholder mapping	Relevant stakeholders identified
Weeks 6-8	Stakeholder Consultation	Stakeholder consultation completed
Weeks 9-11	Drafting of the guide	Draft Evaluation Guide submitted to AfrEA and ACBF
Week 12	Feedback	Guide reviewed, feedback submitted to consultant
Weeks 13-14	Validation	Evaluation Guide validated
Weeks 15	Finalization and submission	Evaluation Guide available

8. Governance and Reporting

- The individual consultant will report to the AfrEA Secretariat
- Technical oversight will be jointly provided by AfrEA and ACBF
- Regular progress updates will be required (bi-weekly or milestone-based)

9. Required Qualifications

The individual consultant should demonstrate:

- Proven expertise in evaluation practice and consultancy
- Strong experience in proposal development and successful bidding
- Experience in developing practical guides, toolkits, or training materials
- Knowledge of the African evaluation landscape
- Experience working in multilingual and multicultural contexts (an asset)

10. Evaluation Criteria

Proposals will be evaluated based on:

- Understanding of the assignment
- Quality and relevance of methodology
- Demonstrated experience and expertise
- Quality of previous similar work
- Value for money

11. Dissemination and Use of Outputs

The final guide will:

- Serve as a reference tool for AfrEA members and the broader evaluation community
- Be integrated into AfrEA's capacity-building and training initiatives
- Support the professional development of African evaluators, particularly young and emerging professionals

12. Budget and Payment Schedule

The budget for this consultancy is **USD 11,000** inclusive of statutory deductions.

13. Procurement Conditions

- Submission of a proposal does not constitute a commitment to award a contract.
- Any costs incurred in preparing or submitting proposals shall be borne by the bidder

14. Required Qualification and Experience:

- Minimum of 8–10 years' experience in evaluation design and implementation.
- A qualified and experienced evaluation team
- Demonstrated experience in developing evaluation guidelines
- Strong understanding of evaluation ethics and professional standards.
- Excellent analytical writing and communication skills in English.
- Familiarity with African development and evaluation contexts.
- Experience working with diverse stakeholders (government, NGOs, academia, UN agencies)
- Must be an Individual Member of AfrEA

Interested consultants/teams must submit:

- Technical proposal
- Financial proposal
- CV(s) of key personnel
- Examples of relevant previous work

15. Application Process

Application Deadline: August 4th 2026

Applications should be submitted electronically to: info@afrea.org

Important Notice!

All payments under this consultancy shall be subject to a **statutory deduction**, deducted at source, in accordance with Ghana's prevailing tax legislation.

References

African Capacity Building Foundation (ACBF). (2017). Africa Capacity Report: Building Capacity in Africa's Evaluation Systems.

African Development Bank (AfDB). (2022). African Economic Outlook 2022.

Chouinard, J. A., & Milley, P. (2018). Evaluation for social justice in practice.

Organisation for Economic Co-operation and Development (OECD). (2020). Better Criteria for Better Evaluation.

United Nations Department of Economic and Social Affairs (UN DESA). (2023). World Population Prospects 2023.

World Bank. (2021). Procurement Framework and Consultant Guidelines