

## Terms of Reference for the Sufosec Mid-Term Evaluation

# Self-evaluation of learning and synergy effects

## 1. Purpose of the Mid-Term Evaluation

Since 2021, the Sufosec Alliance has been implementing a joint international programme that will last until the end of 2024. The Alliance undertakes a Mid-Term Evaluation (MTE), which includes two components:

**External evaluation synthesis:** The purpose of this component of the MTE is to synthesize the best evidence and learnings of the project and programme evaluations conducted by the Alliance members between January 2021 and December 2022.

**Externally facilitated self-evaluation of learning and synergy effects:** The purpose of this component is to critically review the joint learnings and the synergies realized so far, and to explore opportunities for the rest of the programme phase and beyond.

### These ToR cover the second component of the MTE.

The evaluation findings will inform the steering of the current Sufosec joint programme as well as the design of the future programme beyond 2025.

## 2. Background and scope of the self-evaluation

This component of the MTE evaluates joint learnings and synergies realised since the Alliance was created and the joint programme launched.

With regard to joint learning, Output B under Outcome 4 mentions local ownership, agroecology, and nexus as key topics, see the left column of the table below. As additional fields of joint learning, the Alliance identified a number of governance topics (PSEAH, gender, anti-corruption, human rights-based approach, safety & security). For each of these topics, Sufosec created a learning group and allocated a budget for learning activities. The self-evaluation will assess the results of these activities.

Identifying and using synergies between the organisations and programmes has been a major purpose of the Sufosec Alliance. As outlined in the respective section of the Programme Document (see the right column of the table below), the Alliance members are committed to identify and make use of such synergies both in Switzerland and in the programme countries. Strengthening Civil Society Organisations in the programme countries is an interlinked objective of the Sufosec Joint Programme. The self-evaluation will review the results and gains of the first “synergy” initiatives at both levels: Switzerland and programme countries.

Reference on joint learning:  
Results Framework, Output 4.B

Output 4.B
<b>4.B. By 2024 members of the Alliance, their partner organisations and external stakeholders have jointly created, shared and applied knowledge, experiences and expertise on local ownership, agroecology and nexus.</b>
4.B.1. A joint indicator on livelihood resilience is developed and tested.
4.B.2. Number of joint Knowledge Products, briefing materials and synthesis documents produced
4.B.3. An intensive exchange process (e.g. learning journey or an impact assessment) on a joint Alliance topic is implemented (agroecology or nexus)

Reference on synergies:  
Programme Document (page 15)

<p><b>2.3.2 Economies of Scale and Cost Efficiency</b></p> <p>Alliance members have proceeded to a detailed analysis of potential synergies and complementarities at country/regional level and in Switzerland and have identified six areas of potential synergies (see also Annex 13), expected to result in economies of scale or increased cost efficiency:</p> <ul style="list-style-type: none"> <li>(i) <b>Sharing operating costs</b> (office, vehicles, staff etc.) -&gt; leading to increased access to expertise (staff/focal points) and more cost efficiency</li> <li>(ii) <b>Joint programming</b> at project or programme level with one lead agency -&gt; leading to decreased administrative burdens for local partners, increased effectivity, joint submissions/fundraising and more leverage towards donors</li> <li>(iii) <b>Joint country or regional context &amp; risk analysis</b> and exchanging on intervention strategies -&gt; leading to coordinated or joint country/regional strategies and to increased efficiency and alignment of alliance members</li> <li>(iv) <b>Peer reviews</b> of concepts, innovations, projects, programmes -&gt; leading to peer learning, cost efficiency and to increased development effectiveness (at term)</li> <li>(v) <b>Joint capacity building / learning events</b> at country/regional level and in Switzerland -&gt; leading to mutual learning, increased access to expertise, cost efficiency, harmonisation of policies, guidelines etc.. and increased development effectiveness (at term)</li> <li>(vi) <b>Mutualizing participation in national/regional networks</b> -&gt; leading to cost efficiency and better-informed decision-making (e.g. in programme implementation)</li> </ul> <p>The Alliance is committed to optimise its resource use at all levels in favour of the programme outcomes and the beneficiaries. The aim is to exploit opportunities for the pooling of resources in strategic, operational and management processes in such a way as to create mutual benefits. The realisation of identified synergy potentials at country/regional level and in Switzerland will be measured annually. An evaluation in 2023 will assess the added value of implemented synergies by involved alliance members and their partners, identify good practices and draw lessons learned.</p>
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### 3. Evaluation questions

The self-evaluation will focus on the following evaluation questions:

1. Which have been the concrete joint learnings between the Alliance members with regard to the three key topics and the six governance topics in Switzerland and in the programme countries? Where are the gaps and potentials for future learning?
2. Who benefitted of the learnings and how have the learnings been utilized so far? Have the learning contributed to improved programme quality and innovation?
3. Which synergy gains have been realised in the programme countries with regard to the six areas outlined in the Programme Document (see right column of the table above)? What are the most promising synergy potentials to be realised in the future?
4. Which synergy gains have been realised between the Alliance members in Switzerland? What are the most promising synergy potentials to be realised in the future?
5. Is the Sufosec approach of learning groups and synergy groups efficient and effective?

### 4. Evaluation method and process

The self-evaluation will be facilitated by an external consultant. The following methods are foreseen:

- **Self-evaluation workshop:** a workshop will be held with participants from the Alliance member organisations.
- **Key informant interviews:** in order to capture the viewpoint of country representatives, partner organisations in the programme countries, and SDC, interviews with selected key informants will be conducted.
- **Document review:** evidence on learning and synergies will be explored through a review of relevant documents.

The detailed methodology will be proposed by the consultant.

## 5. Roles and responsibilities

**Contracting authority:** the Sufosec Alliance

**Programming Group:** The Sufosec Programming Group will be the steering body. Its responsibility is to oversee and guide the evaluation process. It will be consulted at critical points during the evaluation process.

**Sufosec Steering Committee:** Based on the conclusions and recommendations of the evaluation report, the Steering Committee will prepare a Management Response.

**Evaluation manager:** The evaluation process will be managed by the Sufosec AMEL Unit.

## 6. Deliverables

The consultant will compile

- an interim report (not more than 5 pages) that includes results of key informant interviews and document review;
- a final report (not more than 10 pages) that includes the evidence collected and recommendations for the current programme phase and beyond.

The consultant will present the findings at the Sufosec MEL workshop in April 2023.

## 7. Timeplan

Date	Milestone	Responsible
15 November 2022	Deadline for offers	
30 November 2022	Select and contract the consultant	Programming Group
28 February 2023	Deadline for interim report	Consultant
31 March 2023	Review of interim report by Steering Committee and Programming Group	AMEL Unit
30 April 2023	MEL Workshop	AMEL Unit, Consultant
15 May 2023	Deadline for final report	Consultant
31 May 2023	Management Response	Steering Committee

## 8. Budget

The evaluation includes a desk review, interviews and a workshop (in Switzerland). The budget limit is CH 8'000 (including taxes).

## 9. Hiring process

**Deadline for offers:** 15 November 2022

**Offer:** The offer must include a short proposal on how the consultant would approach the assignment, the proposed workload, and the fee (max. 2 pages in total). The CV must be added.

**Selection criteria:** the offers will be evaluated based on the following criteria:

- Thematic Background and experience with similar tasks: 30%
- Understanding of the ToR and quality of the short proposal: 40%
- Financial offer: 30%

**References:** Candidates are requested to provide the contact of two reference persons and to attach one reference document that demonstrates his/her evaluation skills.

**Contact:** Submit your offer to Thomas Gass, Sufosec Alliance MEL Unit: [contact@thomasgass.dev](mailto:contact@thomasgass.dev)

TG, 20 October 2022