

**TERMS OF REFERENCE  
FOR  
MID-TERM EVALUATION OF AFSA STRATEGIC PLAN 2020-2024**

**1. Introduction and Background**

The Alliance for Food Sovereignty in Africa (AFSA) launched in 2011 is a broad alliance of civil society actors who are part of the struggle for food sovereignty and agroecology in Africa. These include African food producer networks, African CSO networks, indigenous people's organizations, faith-based organizations, women and youth groups, consumer movements, and international organizations that support the stance of AFSA. It is a network of networks, currently with 40 active members in 50 African countries.

Since inception, AFSA has been developing strategic plans to guide its programmes, fundraising and strategic engagement to ensure realisation of her mandate. In 2020, AFSA launched her 3<sup>rd</sup> strategic plan for five years, (2020-2024). The plan aims at strengthening AFSA struggle in the transition to agroecology and food sovereignty. The strategic plan has four key programme priority areas namely, Transitioning to Agroecology for Climate Action; Strengthening Farmer-Managed Seed Systems; Strengthening Community Voices for Land Rights and Healthy Soils, and Mobilizing Citizens Support for Sustainable Food & Nutrition Systems.

At the commencement of the current strategic plan (2020-2024), an in depth baseline survey was conducted by AFSA which provided clear performance targets and indicators of the plan. The report is available for sharing with the consultant at any time required.

The current strategic plan is in its third year of implementation, and it was envisaged that the strategic plan is to be reviewed mid way to assess the progress made towards achieving its planned objectives, effectiveness of the guiding and advocacy principles. Also focus to be put on the expected and unexpected outcomes realized so far. In doing so, emphasis needs to be given to identify any change of context and if the implementation of the strategic plan is still on course.

Premised on the above, the AFSA is in the process of hiring a service of a consultant to undertake the midterm evaluation of her current strategic plan (2020-2024).

**2. Objectives**

**2.1. *The general objective***

The Mid-Term Review (MTR) will assess the progress of AFSA strategic plan 2020-2024. It will highlight outcomes, impacts (if any), issues, lessons and challenges affecting effective implementation of the Strategic Plan and recommend changes where necessary.

## **2.2. Specific objectives**

The specific objectives of this midterm review/evaluation assignment are to:

- a) Assess the progress towards achievement of the strategic plan so far, identify bottlenecks in achieving planned results.
- b) Record and share lessons learnt and explore best practices from the four key priority areas to inform course correction and improve programming.
- c) Measure the role and contribution of AFSA members in the realisation of the strategic plan objectives and principles

## **3. Scope of the evaluation**

The MTR must provide evidence-based information that is credible, reliable, and useful. The MTR team will review all the relevant sources of information including documents availed during the preparatory phase of the assignment. These include but are not limited to; strategic plan, baseline survey report, institutional and program thematic annual reports, and any other materials that the team consider useful for the assignment.

The team is expected to follow a collaborative and participatory approach ensuring close engagement with the AFSA secretariat. The engagement of stakeholders is useful for a successful MTR. Stakeholders' involvement should include interviews with AFSA staff at the secretariat, 16 members in the different countries, board members, donors, government officials, CSOs, and media. Additionally, the MTR team is expected to conduct field missions in the selected countries of operation of AFSA and conduct virtual engagements where they couldn't physically reach.

The consultant will work closely with AFSA M&E officer and the thematic program heads in fulfilling his/her responsibilities.

## **4. Evaluation methodology**

The consultant will identify a list of AFSA staff, member of the four working groups, member organisations, governments, donors, and media to interview in conjunction with a suggested list provided by the AFSA M&E Officer; conduct interviews in person or remotely as well as review any reference materials or evaluations and facilitate at least one focus group discussion with the members per regional economic blocs (RECs). The consultant will provide a detailed methodological note before undertaking the assignment.

### **4.1 Evaluation criteria**

The evaluation will assess AFSA against two OECD/DAC criteria, specifically effectiveness and relevance; these have been prioritized for their alignment with the purpose of the evaluation. Other OECD/DAC criteria do not require a comprehensive review at this point – they have either not been expected to yield substantial results at this stage of implementation of the strategic plan 2020-2024 (impact, sustainability) or their scope has been deemed too broad

(coherence, efficiency) to allow for a sufficiently in-depth analysis without compromising the prioritized criteria.

The evaluators will also assess AFSA's progress in terms of putting its overarching principles (of effectiveness) into practice: (see the list of principles in annex 1)"

## 5. Tasks for the consultant

- Present a 3–5-page inception report with a plan for how they will select the respondents and conduct the evaluation and calendar
- Identify and review a few key and relevant studies and reports related to AFSA work
- Conduct field work as described above both individual interviews and focus groups
- Conduct several interviews focusing on the effectiveness and relevancy of interventions of the strategic plan 2020-2024
- Share the raw interview data
- Present key findings in a short report to be reviewed by the AFSA secretariat
- Present a final report (after incorporating comments from the AFSA secretariat)
- Participate in a group discussion with entrepreneurs and service providers regarding their study findings

## 6. Deliverables

The following deliverables are expected to be produced by the consultants:

- a) Inception (3-5 pages for the main text without front page, table of contents and annexes).
- b) Contact list with names of respondents
- c) Detailed study methodology and data collection tools
- d) Interview notes (2-4 pages) outlining the most important preliminary findings and recommendations.
- e) Midterm Evaluation report as draft and final (English, 20-30 pages main text, including the executive summary; excluding the front page, table of contents, and annexes). The evaluation report must contain an executive summary of a maximum 5 pages and several mandatory annexes.
- f) Make a 15 – 20 minutes PowerPoint presentation summarizing the study
- g) Provide a list of reference materials with sources

## 7. Qualification and experience

A competent individual or firm with a demonstrated experience in undertaking similar work at country or regional level, investigative research, writing, and publication is encouraged to apply. Experience in using principles focussed evaluation and the Outcome Harvesting method for evaluation is desirable. The consultant(s) must be able to cover both anglophone and francophone countries.

## 8. Time frame and reference documents

The assignment is for a period of 30 working days and in any case, the consultant shall not exceed 30<sup>th</sup> of October 2022 to complete the assignment.

### **8.1 Reference documents available**

- The list of AFSA member organisations
- AFSA strategic plan
- AFSA Annual reports (2020,2021)
- Baseline survey report

### **9. Technical and financial proposal**

Applicants to submit:

- A technical and financial proposal,
- The technical part of the proposal should include reference to the perceived feasibility of the ToR (including suggestions for specific evaluation questions). It should also include a detailed description of the overall design and methodology of the evaluation and a workplan,
- CV(s) with references,
- Proof and examples of relevant previous assignments.

### **10. How to submit**

Eligible consultants are invited to submit technical and financial proposals by email to [afsa@afsafrica.org](mailto:afsa@afsafrica.org) by 5:00 pm (East Africa Time) on 18<sup>th</sup> July 2022. The email should indicate 'AFSA Strategic Plan: Midterm Review' in the subject line.

Applicants will be advised of the results of the tender process within 7 days of the application deadline.

## Annex 1

AFSA's principles define the kind of Alliance the members want to create and live up to. AFSA's binding principles are listed below:

1. Championing small African family farming/production systems based on agroecological and indigenous approaches that sustain food sovereignty and the livelihoods of communities.
2. Resisting industrialization and commoditization of African agriculture and food systems, land grabs, destruction of biodiversity and ecosystems, displacement of indigenous peoples especially pastoral communities and hunter-gatherers, and the destruction of their livelihoods and cultures.
3. Emphasizing African driven solutions to African problems and a belief in the richness of our diversity.
4. Being a strong voice to shape policy on the continent in the area of community rights, family farming, promotion of traditional knowledge, the environment and natural resource management.
5. Having an emphasis on Women and Youth as key players in food sovereignty.
6. Land ownership and control in the hands of communities.
7. Rejecting genetic engineering and the privatization of living organisms.
8. Ensuring a clear understanding and continued analysis of the political dimension of agroecology and food sovereignty, communicating this clearly and having this inform the development of AFSA's strategies.
9. Working in synergy with all actors who empower what we as AFSA are doing.
10. Bringing farmers and other grassroots voices forward to speak about agroecology, food sovereignty and the work of AFSA.
11. Ensuring cross learning and collaboration between members of AFSA.
12. Working to promote the rights of indigenous peoples and local communities to control their natural resources.