



Dorcas

Value Chain Evaluation Terms of Reference (ToR)

PROJECT NAME:	Evaluation of Dorcas Value Chain Projects in Kenya, Ethiopia, and Tanzania
PROJECT NUMBER:	KEN1507, KEN1508, KEN1504, ETH1579, TZA1389
COUNTRY:	Kenya, Ethiopia, Tanzania
PARTNER ORGANISATIONS INVOLVED:	Local NGOs, Farmer cooperatives, Government extension services, Private sector actors
LEADING ORGANISATION:	Dorcas Aid International
CONTACT PERSON:	Gerben Visser & Lenard Hofland

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1. INTRODUCTION

1.1 Programme background

Dorcas is implementing a portfolio of agricultural value chain projects across Kenya, Ethiopia, and Tanzania aimed at enhancing the resilience and livelihoods of smallholder farmers and pastoralist communities. These initiatives are part of Dorcas' broader strategy to promote sustainable livelihoods through climate-smart agriculture, inclusive market systems, and community empowerment.

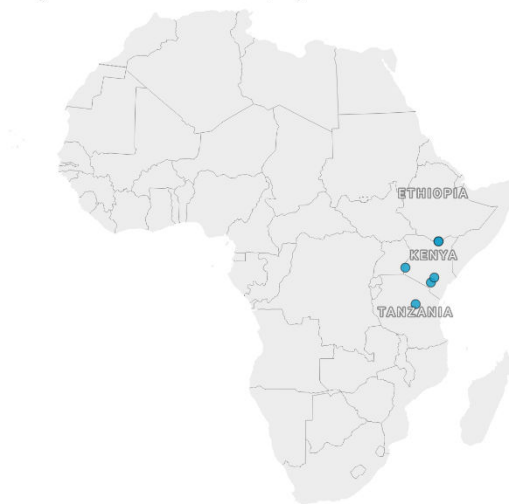
In Kenya, the programme includes three flagship projects. One of these, the Makueni Pasture and Milk Value Chain Project (KEN1507) focuses on improving livestock productivity and fodder availability in drought-prone Makueni County. It supports hay production, milk hygiene, and market linkages for pastoralist households. The project involves multiple partners, including the Kenya Bureau of Standards, which provides support on product standardization and certification, and the Kitise Farmers' Cooperative Society, which oversees milk collection, processing, and marketing. The project also collaborates with the Kenya Dairy Board, Kenya Agriculture and Livestock Research Organization, and other local organizations to offer technical support and training to farmers.

Another flagship project is the Kitui Honey Value Chain Project (KEN1508), also known as HIVES, aims to strengthen honey production and processing in Kitui County by training beekeepers, improving access to equipment, and facilitating connections to premium markets. The project has reached 2,453 farmers through 62 Farmer Field Schools (FFS) and focuses on capacity building, hive stocking, and transitioning to modern beekeeping practices. The project also emphasizes climate change adaptation, with activities such as afforestation and clean cooking initiatives. The cooperative movement is key for sustainable community development, and the project has successfully mobilized women, youth, and people with disabilities to engage in beekeeping.

Meanwhile, the Siaya Chicken Value Chain Project (KEN1504) targets poultry farmers in Siaya County, promoting improved breeds, vaccination, and access to feed and veterinary services to enhance productivity and income. The project addresses the unstructured market system by engaging the Siaya Chicken Value Chain Cooperative Society to connect farmers with formal and informal markets. The project also focuses on gender equality and social inclusion, deliberately including youth, women, and people with disabilities. Multi-stakeholder partnerships are stimulated to leverage resources, expertise, and standardization along the value chain.

In Ethiopia and Kenya, Dorcas is implementing a Milk Value Chain Project (ETH1579) as part of the Cross-Border Community Empowerment (CCE) initiative in the Moyale region. The project targets both camel milk and cowmilk value chains and builds on previous IGAD-supported efforts and aims to improve the livelihoods of mobile and host populations through climate-resilient pastoralism. It targets 200 households and focuses on strengthening milk cooperatives and collection centers,

Project location Value Chain projects



enhancing milk processing and marketing, and promoting hydroponic fodder production and community-based animal health services. The project also integrates a Market Systems Development (MSD) approach and supports youth through AgriTech and FinTech innovation hubs. Funded by GIZ on behalf of BMZ and IGAD, the project runs from August 2023 to October 2025.

In Tanzania, the Participatory Integrated Planning (PIP) Project (TZA1389) in Chemba District empowers smallholder farmers to develop long-term visions for their farms and communities. The PIP approach fosters self-reliance, improved land use, and sustainable agricultural practices. It has demonstrated success in increasing farmers' resilience and resource availability through participatory evaluations and causal chain mapping. Recently, more than 200 farmers have organized themselves into a honey producing and marketing association, ready to join forces to reach more profitable markets.

In other countries like Albania and Egypt Dorcas started more recently with first steps of Value Chain project activities. In Albania, the ALB1472 – SMILES project is linking famers with tourism business. And Egypt will start this year with value chain steps to connect farmers from the EGY1849 PIP project with the market. These projects are not yet large/mature enough to be evaluated but are also part of the broader portfolio around value chains.

Together, these projects form the foundation of Dorcas' Value Chain Approach, which integrates climate adaptation, market development, and inclusive community engagement. This evaluation will assess the impact of these interventions, identify best practices, and inform the development of a widely applicable Dorcas Value Chain strategy and approach.

1.2 Scope of the evaluation

This evaluation will cover five value chain projects implemented by Dorcas in Kenya, Ethiopia, and Tanzania. These include the Makueni Pasture and Milk Value Chain (KEN1507), Kitui Honey Value Chain (KEN1508), Siaya Chicken Value Chain (KEN1504), the Milk Value Chain Project (ETH1579) in the Moyale cross-border region of Ethiopia and Kenya, and the Participatory Integrated Planning (PIP) Project (TZA1389) in Chemba, Tanzania. The value chain activities in Albania and Egypt are not projects that can be fully evaluated but we ask the consultant to include these as well. This will be on a lower scale and less extensive but must be taken on board in a creative way. Not least because these countries also represent different contexts, which is helpful for future value chain projects.

Key Areas of Focus:

Livelihoods: The evaluation will focus on how the projects value chain development activities have enhanced the economic activities and income-generating opportunities for smallholder farmers and pastoralist communities. This includes assessing the diversification of income sources, access to markets, and the development of skills and capacities that contribute to sustainable livelihoods.

(Economic) Resilience: The evaluation will examine the extent to which the projects value chain development activities have strengthened the ability of smallholder farmers and pastoralist communities to withstand and recover from economic shocks and stresses. This includes assessing the implementation of risk management strategies, access to financial services, and the development of adaptive capacities that enhance economic resilience.



Food Security: The evaluation will assess the projects' value chain activities contributions to ensuring that smallholder farmers and pastoralist communities have reliable access to sufficient, safe, and nutritious food. This includes examining improvements in agricultural productivity, access to food, and the stability of food supplies.

Additional Considerations:

The evaluation will also consider the projects' contributions to value chain development, climate-smart agriculture, and community empowerment, but these will be secondary to the primary focus on livelihoods and resilience.

Dorcas suggests that the evaluation adopt a mixed-methods approach, combining both qualitative and quantitative data collection and analysis. In line with the complexity of the interventions and the diversity of contexts, Dorcas encourages the use of methodological bricolage—a flexible and creative combination of methods tailored to the evaluation questions and local realities. The consultant is encouraged to use a custom blend of methods which can include elements of Outcome Harvesting (OH), Most Significant Change (MSC), and the Qualitative Impact Protocol (QuIP), complemented by structured surveys and secondary data analysis. A combination of elements of branded methods is intended to support triangulation, stakeholder engagement, and a deeper understanding of change processes.

The final evaluation design and methodology will be determined by the consultant, based on the evaluation objectives, available resources, and contextual considerations. The consultant is expected to justify the chosen approach in the inception report and ensure that it is appropriate for capturing both intended and unintended outcomes, validating the Theory of Change, and generating actionable insights.

Geographically, the evaluation will focus mainly on:

- **Makueni, Kitui, and Siaya** counties in Kenya;
- **Moyale** region in both Ethiopia and Kenya;
- **Chemba** District in Tanzania.

The evaluation will engage a wide range of stakeholders, including project participants, implementing partners, local government authorities, private sector actors, and Dorcas staff at both country and international levels. It will also explore cross-border dynamics, particularly in the Milk Value Chain Project, and assess how regional cooperation and mobility have influenced project outcomes.

1.3 Key stakeholders

The **primary stakeholders** served or affected by the Dorcas value chain projects include:

- Smallholder farmers and pastoralist households in Kenya (Makueni, Kitui, Siaya), Ethiopia (Moyale), and Tanzania (Chemba), particularly those engaged in livestock, poultry, honey, Sunflower, and camel milk production.
- Women and youth, who are specifically targeted for empowerment through training, entrepreneurship, and inclusion in value chains.
- Mobile and host communities in the Moyale cross-border region, including internally displaced persons (IDPs), who benefit from improved livelihoods, social cohesion, and access to services.
- Local communities affected by climate change, drought, and limited economic opportunities, who are supported through climate-resilient agricultural practices and market access.



The following stakeholders are actively involved in the **implementation and operationalization** of the projects:

- Dorcas Country Offices in Kenya, Ethiopia, and Tanzania, including project coordinators, value chain specialists, and social workers.
- Local implementing partners, including community-based organizations (CBOs), cooperatives, and milk collection centers in Kenya and Ethiopia, honey collection centers in Chemba, Tanzania.
- Government institutions at national, regional, and local levels, including:
 - o Ministries of Agriculture and Livestock Development
 - o Local government: Chemba district counsel (Tanzania)
 - o Tanzania Forest Service (TFS) (Tanzania)
 - o Cooperative Development Offices
 - o National Drought Management Authority (Kenya)
 - o Sub-county Steering Groups (Kenya)
 - o Woreda and Zonal Administration Offices (Ethiopia)
- IGAD and GIZ, particularly in the Camel Milk Value Chain Project, where they provide funding, oversight, and cross-border coordination.
- Private sector actors, including input suppliers, traders, processors, and market outlets (e.g., hotels, supermarkets).
- Faith-based organizations, traditional leaders, and local elders, who play a role in community mobilization and social cohesion.

The **primary intended users** of this evaluation are:

- Dorcas International Office and Country Offices in Kenya, Ethiopia, and Tanzania, for strategic learning, accountability, and programme improvement.
- Project implementation teams and local partners, to inform adaptive management and future design of value chain interventions.
- Donors and funding partners, including GIZ and IGAD, to assess the effectiveness and impact of their investments.
- Local government stakeholders, to support evidence-based planning and policy alignment.
- Community-based organizations and cooperatives, to reflect on their roles and strengthen their capacity for sustainability.

2. OBJECTIVES OF THE EVALUATION

2.1 Main objectives:

The primary objective of this evaluation is to assess the impact, effectiveness, and sustainability of Dorcas' value chain projects implemented in Kenya, Ethiopia, and Tanzania, including the inclusiveness and business aspects. The evaluation aims to generate evidence and learning that will inform the refinement and scaling of Dorcas' Value Chain Development Approach across its programmes.

2.2 Specific objectives

Specifically, the evaluation seeks to:

1. Understand the extent to which the value chain projects have contributed to improved livelihoods, food security, and resilience among smallholder farmers and pastoral communities, evaluating change along dimensions and boundaries as defined in the project's ToCs and RFWs .



2. Assess how the projects have supported inclusive market development, climate-smart agricultural practices, and community empowerment, particularly for women and youth.
3. Identify best practices, success factors, and innovative approaches that can be replicated or scaled in other contexts.
4. Examine unintended outcomes—both positive and negative—and draw lessons for future programming.
5. Benchmark the Dorcas value chain activities with other successful value chain approaches that closely match the regional context as well as the focus on smallholder farmers.
6. Critically assess the International Office generic Value Chain approach based on local project insights and professional expertise. Contribute to organizational learning by validating or refining the Theory of Change underpinning Dorcas' Value Chain Approach.
7. Evaluate the business case and commercial viability of the value chains, with a specific focus on the Kenya cases. This objective aims to assess the economic sustainability and market potential of the value chains, identifying key factors that contribute to their commercial success and potential challenges that may impact their viability
8. Develop cross-country lessons learned to identify replicable patterns, context-specific challenges and scalable innovations that can guide future value chain development.

The evaluation will also serve accountability purposes for Dorcas and its partners, including donors, implementing agencies, and local stakeholders, by demonstrating the results achieved and the value added through these interventions.

3. EXPECTED RESULTS

3.1 Evaluation criteria¹:

1. Contribution to meaningful change (Effectiveness + Impact)

This criterion assesses the extent to which the interventions have contributed to observable and significant changes in the lives of target groups—particularly smallholder farmers, women, youth, and mobile populations. It focuses on:

- Behavioral changes among key actors (e.g., adoption of new practices, improved collaboration, increased agency). It would for example be interesting to look at the household's livelihood system: has this changed as result of the Value Chain participation? Have Value Chains led farmers to specialize in certain crops/products at the expense of other activities? Has this increased their overall risk, as they are more dependent on fewer income sources?
- Outcomes that stakeholders themselves consider most significant as well as quantitative data: for example: how much has honey production and marketing contributed to total HH income?
- The plausibility and strength of Dorcas' contribution to these changes, using methods like Outcome Harvesting and QulP.

2. Sustainability of outcomes

This criterion examines whether the positive changes observed are likely to endure beyond the project period. It considers:

¹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



- The capacity and motivation of local actors (e.g., cooperatives, service providers (especially access to credit through for example MFIs, Banks, VSLAs), local governments) to sustain outcomes. Examine whether actors have and maintain relevant expertise, ensure trusted leadership, implement clear and transparent accountability systems, and periodically rotate leadership to sustain positive changes beyond the project period.
- The integration of climate-smart, market-driven, and inclusive practices and the extent to which interventions have contributed to climate resilience and the adoption of sustainable practices.
- Evidence of ownership, institutionalization, or replication of project approaches.
- Evidence of the influence of the projects on the wider market system.

3. Inclusiveness and equity

This criterion evaluates how well the interventions have addressed the needs and priorities of marginalized groups, and whether they have contributed to more inclusive systems. It includes:

- The extent to which women, youth, and vulnerable populations have benefited from and participated in the interventions.
- Whether the projects have helped shift power dynamics or social norms in favor of greater equity.
- The diversity of perspectives captured in defining and assessing success (e.g., through MSC story selection panels or OM progress markers).

4. Business case, commercial viability of the value chains

This criterion assesses the economic sustainability and market potential of the value chains. It aims to identify key factors that contribute to their commercial success and potential challenges that may impact their viability. It considers:

- Assessment of the Value Chains themselves: is there a sustainable demand expected for the respective products? Are there any threats of other competitors that could substitute our products? What are important trends to consider in the near future?

3.2 Evaluation Questions

1. Contribution to meaningful change

- 1.1. What observable (and quantifiable) changes in behavior, business relationships, practices, or systems have occurred among key actors as a result of the interventions?
- 1.2. How do beneficiaries and stakeholders describe the most significant changes in their lives or communities, and why are these changes meaningful to them?
- 1.3. To what extent can the observed changes be plausibly linked to Dorcas' interventions, and what other factors contributed?
- 1.4. How have the interventions influenced market access, income generation (especially additional income due to participation in a value chain), and resilience for smallholder farmers and pastoralists?
- 1.5. What sustainable practices have been adopted, and how have these interventions enhanced climate resilience?

2. Sustainability of outcomes

- 2.1. Are the positive changes observed likely to continue beyond the project period? What evidence supports this?



- 2.2. What mechanisms (e.g. local ownership, institutional support, market linkages) are in place to sustain outcomes?
- 2.3. How have local cooperatives, service providers, or government institutions taken up or integrated project-supported practices or structures?
- 2.4. What challenges or risks could undermine the sustainability of outcomes, and how are they being addressed?
- 2.5. What are the systemic constraints and enablers? (apply Market System Approach (MSA) principles)

3. Inclusiveness and equity

- 3.1. To what extent have women, youth, and marginalized groups participated in and benefited from the interventions?
- 3.2. Is including marginalized groups and smallholders in value chain interventions the best way to reach a sustainable livelihoods or could it be also other economical approaches? Is value chain integration the right solution/approach for Dorcas target groups?
- 3.3. How have the projects contributed to shifts in power dynamics, gender norms, or decision-making processes at household or community levels?
- 3.4. Are there any unintended negative consequences for specific groups, and how have these been addressed?
- 3.5. Are there other economic empowerment models (beyond value chains) that might offer greater impact or inclusivity for Dorcas' target groups in certain contexts?

4. Business case, commercial viability of the value chains

- 4.1. Is there a sustainable demand expected for the respective products within the value chains?
- 4.2. Are there any threats from competitors that could substitute our products in the market?
- 4.3. What are the important trends to consider in the near future that could impact the value chains?
- 4.4. How do the current market conditions support or hinder the commercial success of the value chains?

3.3 Work Plan

During the inception phase, the consultant will develop a comprehensive evaluation work plan that will guide the implementation of the evaluation. This plan will operationalize the Terms of Reference by providing greater detail, clarity and methodological precision. It will outline how the evaluation will be conducted, including any refinements or adaptations proposed by the consultant.

The work plan will be subject to approval by the relevant Dorcas Country Director and will serve as a formal agreement between the consultant and Dorcas on the scope, approach, and logistics of the evaluation.

The evaluation work plan will include, but not be limited to, the following components:

- A brief overview of the projects and their context
- The scope and focus of the evaluation
- Key evaluation questions and expectations
- Roles and responsibilities of all parties involved
- Methodological approach, including data collection and analysis strategies



- Outline of the evaluation report structure
- A detailed work schedule, including a fieldwork plan and timeline of key activities

The consultant will also propose how findings will be visually represented (e.g. graphs, household income flow diagrams or behavior change maps) and how learnings can be packaged for various audiences (e.g., internal staff vs donor summaries).

4. METHODOLOGY AND APPROACH

Given the complexity of the interventions, the evaluation design should remain adaptive. Evaluators are encouraged to revise their methodological approach during the inception phase based on emerging insights and stakeholder feedback.

Evaluators should demonstrate how they will navigate power dynamics among stakeholders and ensure meaningful participation in defining success, interpreting findings, and validating conclusions. This includes co-creating outcome pathways and involving stakeholders in sensemaking. Rather than adhering strictly to branded methods, evaluators should select tools and techniques that fulfill key evaluation functions.

The evaluation design should demonstrate how it meets the following rigour criteria:

- Reasoning: Clear evaluative logic and consideration of alternative explanations.
- Credibility: Evidence strength and triangulation.
- Responsiveness: Stakeholder relevance and cultural sensitivity.
- Utilisation: Actionable findings and learning integration.
- Transferability: Contextual insights applicable to other settings.

The evaluation will adopt a bricolage approach, intentionally combining components of multiple qualitative and complexity-aware methods to enhance rigour, responsiveness, and contextual relevance. Evaluators are encouraged to justify their methodological combinations based on the evaluation's core functions.

The consultant will be responsible for designing the evaluation methodology and developing all relevant tools. These will be presented in detail in the inception report and validated in consultation with Dorcas. The methodology should be robust, participatory, and tailored to the complexity of the value chain interventions across Kenya, Ethiopia, and Tanzania.

Dorcas recommends a mixed-methods approach, combining both quantitative and qualitative data collection and analysis. This approach will ensure a comprehensive understanding of the outcomes and processes of change, while also capturing the perspectives of diverse stakeholders.

The evaluation should assess all objectives under which project activities were implemented, with a focus on both intended and unintended outcomes. The methodology should be sensitive to issues of gender, youth inclusion, and local context.

Suggested data collection strategy

The consultant may suggest a combination of the following tools and techniques:

- Desk Review
 - A thorough review of relevant project documentation, including but not limited to:



- Project proposals and result frameworks
 - Mid-term and endline reports
 - Monitoring data and internal assessments
 - Meeting minutes, field visit reports, and learning documents
- Field visits to project sites

Direct observation and engagement with project stakeholders in selected locations across the three countries. The consultant will propose a sampling strategy to ensure geographic and demographic representation. However, initial sampling should be conducted in consultation with the program team, as each data collection tool/methodology may require different sample sizes due to the varying modalities and phases of our LED programs and interventions. This initial sampling should be calculated from a universal sample of each project. From there, clustering and criteria will be decided based on our proposed evaluation objectives and questions.
- Coordination of local data collection teams

In collaboration with Dorcas Country Offices, the consultant will coordinate and train local enumerators or facilitators to support data collection in the field.
- Survey

Survey tool (which can be developed by the consultant)- this tool would target main project beneficiaries (first level data). It would be good to triangulate this with In depth interviews with project beneficiaries. In the in depth interviews, we can employ most significant change strategy-like methods to bring out cases and verify findings of our survey (now you have deeper and second level data)
- Focus Group Discussions (FGDs)

FGDs will be conducted with key stakeholder groups, including beneficiaries, community leaders, cooperative members, and youth and women's groups. These discussions will explore perceptions of change, relevance, and sustainability.
- Key Informant Interviews (KIIs)

Semi-structured interviews with project staff, implementing partners, government representatives, and private sector actors to gather insights on implementation, outcomes, and contextual factors.
- Data analysis

The consultant will outline a clear strategy for data analysis, including how qualitative and quantitative data will be triangulated. The analysis should be guided by the evaluation criteria and research questions, and should include disaggregation by gender, age, and other relevant variables.

The methodology should also reflect principles of methodological bricolage—drawing on multiple approaches and adapting them to the local context and evaluation purpose. Qualitative tools such as Outcome Harvesting, Most Significant Change, Outcome Mapping, and QuIP may be integrated where appropriate.

5. DELIVERABLES

The consultant is expected to lead, accomplish and submit the following deliverables within the agreed timeframe and budget:



1. An **inception report**, which will serve as an agreement between parties on how the evaluation will be conducted. Items to address:
 - Understanding of the issues and questions raised in the ToR.
 - Data sources; how to assess the questions in the ToR
 - Research methodology
 - Schedule of activities and traveling (timeline)
 - Detailed budget
 - Appropriate validated draft data collection tools (survey questionnaire)
2. **Report** on lessons learnt and recommendations:
 - Active ingredients of building a Dorcas value chain approach
 - Actionable lessons learned and recommendations for more effective development and implementation of future value-chain projects. The consultant should also provide recommendations for indicators to track progress regarding promotion of milk value chain related technologies.
 - Includes a summary of what an effective value chain approach for future LED program and project across Dorcas's country offices
 - Presentation of findings and validation and feedback session with key stakeholders
 - A cross-country matrix comparing key outcomes, drivers of success and barriers across Kenya, Ethiopia and Tanzania.
3. Input in **learning event** in March. Knowledge transfer, final review and last episode of this assignment.
 - The outcomes, learnings, and ideas need to be transferred to Dorcas colleagues and form basis of new Dorcas Value Chain approach.
 - In march 2026 (location to be determined), Dorcas will organize a learning week with colleagues who work on livelihoods and economic development. One of the themes this week will be Value Chains. The consultant prepares input for this learning topic.
 - The consultant may also be asked to co-develop visual learning products or present findings in a separate webinar.



6. ROLES AND RESPONSIBILITIES

Roles and Responsibilities			
Task	Consultant	Dorcas – International Office	Dorcas – Country Office
1. Inception Phase	○ Develop a detailed inception report, including methodology, data collection tools, stakeholder mapping, fieldwork plan, and timeline.	○ Review and approve the consultant's qualifications and inception report.	○ Review consultant's qualifications and inception report.
	○ Propose sampling strategy and evaluation framework aligned with ToR.	○ Provide feedback on proposed methodology and tools.	○ Provide all relevant background documents and data for desk review.
			○ Support identification of local stakeholders and logistical planning.
2. Evaluation design & implementation	○ Lead the design and execution of the evaluation, including field visits, data collection, and analysis.	○ Manage the consultancy contract and monitor deliverables.	○ Support recruitment and coordination of local enumerators.
	○ Coordinate and train local data collection teams (with CO support).	○ Facilitate access to internal documentation and strategic guidance.	○ Arrange logistics for field visits and stakeholder meetings.
	○ Ensure ethical standards and data quality.	○ Review and comment on methodology and fieldwork plans.	○ Facilitate access to communities and local partners.
3. Analysis & reporting	○ Analyze data using mixed methods and triangulation.	○ Review and provide feedback on draft and final reports.	○ Review and validate findings from the field.
	○ Draft and revise the evaluation report based on feedback.	○ Approve all deliverables.	○ Support organization of debriefing sessions with local stakeholders.
	○ Present preliminary findings and final results to stakeholders.	○ Ensure alignment with organizational learning objectives.	○ Provide contextual insights to inform analysis.
4. Communication & coordination	○ Maintain regular communication with Dorcas CO and IO throughout the process.	○ Provide strategic oversight and ensure coherence with Dorcas' evaluation standards.	○ Act as liaison between consultant and local stakeholders.
	○ Provide weekly updates and flag any challenges.	○ Coordinate feedback across departments.	○ Ensure timely coordination of field activities and community engagement.



7. REQUIRED EXPERTISE

The consultant or evaluation team should demonstrate the following qualifications and competencies:

- A minimum of a Master's degree in a relevant field such as development studies, agricultural economics, rural development, social sciences, or a related discipline.
- The consultant should have ample experience with Agribusiness/Value Chains and a strong background in marketing and farmers' cooperatives/associations. A strong track record of conducting high-quality evaluations, particularly in the areas of value chain development, livelihoods, or resilience programming.
- Proven experience in assessing outcomes and impact of complex, multi-stakeholder interventions.
- Experience in systems thinking, complexity-aware evaluation or Market Systems Development (MSD).
- Proven ability to synthesize findings into actionable strategy recommendations for multi-country programs.
- Working knowledge of value chain benchmarking or economic competitiveness frameworks is a plus.
- Solid understanding of outcome-focused evaluation methodologies (e.g., Outcome Harvesting, Most Significant Change, QuIP).
- Excellent interpersonal and facilitation skills, with the ability to engage diverse stakeholders and foster collaborative learning.
- Cultural sensitivity and the ability to work respectfully and effectively across different contexts, with integrity and professionalism.
- Commitment to participatory approaches and inclusive stakeholder engagement throughout the evaluation process.
- Strong analytical and report-writing skills, with the ability to synthesize complex findings into clear, actionable insights.
- Proficiency in relevant software tools, including Microsoft Word, Excel, PowerPoint, and qualitative/quantitative data analysis packages (e.g., Causal Map, NVivo, Atlas.ti, SPSS, Stata, R).
- Fluency in English is required; working knowledge of local languages in Kenya, Ethiopia, or Tanzania is an asset.



8. INDICATIVE TIMESCALE

The evaluation should take place in quarters 3 and 4 of 2025. The deadline of the final evaluation report is: 05-01-2025

Phase	Deliverables	Payment	Work days indication
Inception & instrument development phase	Deliverable 1: final inception report including budget, quantitative and qualitative research tools, approved by Dorcas CO/IO	20% of total	.. days
Data collection phase	Desk review and surveys, interviews, Field visits	30% of total	.. days
Evaluation report phase	Data analysis phase		
	Deliverable 1: Draft Evaluation Report, for comment by Dorcas COs and IO	30% of total	.. days
	Deliverable 2: Final evaluation report	20% of total	.. days
Final Phase	Input in learning event for knowledge transfer		
Total		100%	.. days

9. APPLICATION PROCESS

Interested parties are requested to submit:

- A proposal explaining their comprehension of the proposed consultancy, and how they would approach this assignment with a summary of their methodology especially in terms of how the party plans to meet the objectives.
- The methodology should also include a brief explanation of how findings will be translated into strategic and practical recommendations for Dorcas' program scaling.
- Additionally, they should submit one or two (if necessary anonymized) examples of similar evaluations conducted previously.
- The application should include CV of the person(s) to be involved in the assignment and relevant experience.
- A detailed budget in local currency and Euros.
- Time availability.
- Shortlisted candidates will be invited to an interview to assess methodological fit and contextual knowledge.
- Proposals without demonstrable experience in value chain evaluations or outcome-based evaluation methods in East Africa will not be considered.

All proposals should be received by **20-08-2025** by email to L.hofland@dorcas.nl

