



Terms of Reference

Ref.-No.: DBTA-GP-II-May-2026-MTE

Midterm Evaluation of the Program: Increased opportunities for decent work and improved living standards for young people in sub-Saharan Africa by improving the quality and relevance of vocational training programs - 2nd phase

1. Background and Context

Don Bosco Tech Africa (DBTA) is a continental network of Don Bosco TVET and skills development institutions committed to enhancing the quality, relevance, inclusivity, and sustainability of Technical and Vocational Education and Training (TVET) and youth employability initiatives across Africa.

The Global Program, phase II (GP-II; see annex 1) is a program designed to empower the Salesian TVET offer in 11 countries of the Africa-Madagascar region. It is co-funded by the German Federal Ministry of Economic Cooperation and Development (BMZ), and coordinated and co-funded by the German NGO Don Bosco Mondo. GP-II aims to improve the quality and relevance of vocational training opportunities for marginalised young people in the respective countries.

Through its current Global Program, DBTA is implementing a range of strategic interventions aimed at strengthening institutional capacity, improving employability outcomes for young people, promoting innovation in skills development, and reinforcing network collaboration among member institutions and partners. The overarching goal is to strengthen the political and legal framework for promoting a sustainable and inclusive VET sector with qualified and functioning structures at national level through contributions of stakeholders in the field of technical vocational education and training.

DBTA intends to undertake an independent midterm evaluation to assess especially management and implementation structures, processes and capacities within the GP II, identify implementation strengths and challenges, and generate strategic recommendations for the remaining implementation period.

In line with OECD/DAC principles, the midterm evaluation shall apply the criteria in a manner appropriate to the midterm stage. The main emphasis shall therefore be placed on relevance, effectiveness, efficiency, sustainability, and selected aspects of coherence. Impact shall not be assessed as a full endline criterion, but rather through the review of emerging outcomes, early institutional or systemic changes, and the plausibility of the program's results chain.

2. Purpose of the Assignment

The purpose of this consultancy is to conduct an independent, utilization-focused midterm evaluation of GP-II that informs management and partners, and strategic decision-making for the remainder of the program. More specifically, the MTE shall:

- assess progress towards intended outputs and outcomes;
- examine the quality of implementation across the program's modules and participating countries;



- review the effectiveness and efficiency of management, coordination, governance, and partnership arrangements; including how the current implementation structure, processes and communication flow between Don Bosco Mondo and DBTA, and DBTA with the implementing countries, influence or contribute to the implementation of the GP II
- assess the adequacy of institutional capacities and the functionality of MEAL and learning systems;
- examine ownership, sustainability prospects, and exit preparedness at DBTA, partner, and selected stakeholder levels;
- identify lessons learned, good practices, and major implementation bottlenecks;
- provide practical recommendations for program adjustment, consolidation, and strategic steering during the remaining implementation period;
- support accountability and reporting towards DBTA governance bodies, Don Bosco Mondo, BMZ, and other relevant stakeholders.

3. Intended use of the MTE results

The MTE is intended as a practical management and learning tool for the ongoing implementation of GP-II. It shall support evidence-based reflection, strategic steering, and, where needed, adjustment of the program during the remaining implementation period.

The findings shall primarily be used by:

- DBTA management and relevant governance bodies;
- implementing Don Bosco partners in the participating countries;
- Don Bosco Mondo as strategic and co-funding partner;
- BMZ and other relevant institutional partners.

The evaluation should also generate useful insights for participating TVET centers and relevant stakeholders in the TVET ecosystem. While target groups and external stakeholders are not the main users of the report, their perspectives should be appropriately considered in the evaluation process.

4. Scope of the MTE

4.1 Temporal reach:

The project lifetime is 15.10.2024 - 30.04.2028, thus the temporal reach of the MTE shall be October 2024 to July 2026.

4.2 Geographical reach:

The project is implemented in 11 African countries. Namely Angola, Malawi, Kenya, Rwanda, Burundi, DRC, Chad, Nigeria, Burkina Faso, South Sudan and Madagascar. Given the multi-country nature of the program and the limited scope of a midterm exercise, the evaluation is not expected to conduct an equally deep assessment in all 11 countries. Instead, the consultant shall propose a purposeful and justified sampling strategy covering a representative selection of countries, institutions, and stakeholders across the program's main intervention areas.



4.3 Analytical scope

The evaluation shall focus primarily on the following dimensions:

- continued relevance of the program and its strategic assumptions;
- implementation progress and effectiveness;
- efficiency of delivery, coordination, and resource use;
- governance, ownership, and institutional capacity;
- quality and use of MEAL and learning systems;
- sustainability prospects and exit preparedness;
- emerging outcomes and early signs of institutional or systemic change.

The evaluation is not expected to provide a full assessment of long-term impact or robust attribution of final beneficiary-level results at this stage.

5. Evaluation objectives and key questions

The consultancy shall address the following core questions¹:

5.1 Relevance and strategic positioning

- Are the programme's objectives still valid in light of current developments in the TVET sector and labour markets in the respective countries
- To what extent does the program continue to address the core challenges and needs in TVET sector development, considering a systemic approach to the sector?
- Is the programme still aligned with key strategic frameworks (national TVET policies, DBTA strategies, BMZ priorities, SDGs)?
- Have any significant contextual changes or emerging needs been identified and integrated into programme adjustments?
- Does the program remain plausibly positioned to contribute to improved employability and socio-economic inclusion of young people, with particular regard to gender, inclusion and human rights?
- Is the programs theory of change still plausible and logically consistent including its main assumptions, risks, and level of ambition for the remaining implementation period?

5.2 Efficiency, Governance, and Coordination

- Are financial, human, and organisational resources being used efficiently and in line with programme needs?
- Are roles, responsibilities, and decision-making processes clear and functioning effectively across DB Mondo, DBTA, Salesian Provinces, countries and centres?
- How efficient are coordination and communication mechanisms in this multi-country program that includes a wide variety of stakeholders?

¹ The questions presented are not exhaustive and the evaluation team may add/suggest modifications to it to make it more meaningful to facilitate the evaluation process



- What procedural or administrative bottlenecks hinder implementation, and how can they be resolved?

5.3 Effectiveness and implementation progress

- To what extent is the program making progress towards its intended outputs and outcomes across the different modules and participating countries?
- How effectively do DB Mondo, DBTA, Provincial structures and TVET centres collaborate to achieve results?
- What major bottlenecks, delays, or inefficiencies affect implementation, and where are realistic opportunities to improve efficiency during the remaining implementation period?
- How effectively has the programme adapted to challenges, contextual shifts, or learning?
- What adjustments are required to ensure progress toward outcomes in the remaining period?
- Are national authorities, industry partners and other stakeholders effectively and actively involved in implementation processes?
- Are activities being implemented with adequate quality and consistency, and what factors explain stronger or weaker performance across countries or components?
- Based on progress to date, how likely is it that the program will achieve its intended outcomes by the end of the implementation period, and what adjustments may be needed to stay on track?

5.4 Institutional capacity, ownership, and partnership functioning

- To what extent do DBTA, implementing partners, and participating institutions have the capacities required for effective implementation and strategic steering of the program?
- Is there sufficient ownership among DBTA, Salesian Provinces, TVET centres, and national stakeholders to sustain programme approaches?
- How well are partnership arrangements functioning, and what capacity or relationship gaps need to be addressed to strengthen program delivery and longer-term viability?
- Are roles, incentives, and expectations among partners clear and conducive to collaboration?
- What capacity gaps or structural weaknesses need to be addressed to strengthen institutional performance?

5.5 MEAL, Learning, and adaptive management

- To what extent does the MEAL system generate credible, relevant, and timely information on implementation progress and emerging results?
- To what extent is monitoring information being used for learning, adaptive management, and evidence-based decision-making at different levels of the program?
- What are the main gaps or weaknesses in the current MEAL and learning system that should be addressed during the remaining implementation period?
- What improvements to MEAL processes are needed to strengthen impact-orientation?



5.6 Sustainability, Exit Preparedness, and Emerging Outcomes

- To what extent are the capacities, systems, tools, standards, and approaches supported by the program being embedded and institutionalized in the structures and routines of DBTA, implementing partners, TVET centers, and relevant stakeholders?
- What early signs of institutional, network, or policy-level change can already be observed, and how plausibly are these linked to the program?
- What measures are needed during the remaining implementation period to strengthen sustainability, institutional embedding, and responsible exit preparedness?
- Is ownership strong enough to sustain and to scale up key components without external support?

6. Methodology

The consultant is expected to propose a robust **mixed-methods evaluation methodology** appropriate to the midterm character of the evaluation and the multi-country scope of the program.

The evaluation shall be based on both **secondary and primary data**. While existing program documentation, baseline survey, monitoring data, and reports shall be reviewed and used where relevant, the evaluation must not rely solely on available program data. It shall generate its own independent evidence through primary data collection in order to assess implementation progress, stakeholder perspectives, emerging outcomes, and the quality of program delivery and institutional functioning.

The methodology should include, but not be limited to:

- desk review of program documents and other available evidence, including the logical framework, proposal, reports, baseline survey report, monitoring data, financial and operational data, and relevant strategic and policy documents;
- review of relevant secondary data and contextual information;
- collection of primary data through key informant interviews with DBTA, Don Bosco Mondo, implementing partners, participating TVET institutions, and relevant external stakeholders;
- review of monitoring and evaluation data;
- key informant interviews (KIIs);
- focus group discussions (FGDs) or group interviews, where appropriate;
- stakeholder consultations;
- field visits to a justified sample of programme locations and institutions;
- targeted use of surveys or structured questionnaires where considered useful and feasible;
- beneficiary interviews;
- systematic triangulation of findings across documentary evidence, secondary data, and independently collected primary data.

Given the scale of the program, the consultant is expected to propose a realistic and well-justified sampling strategy for countries, institutions, and respondent groups. The sampling approach should reflect the diversity of program contexts while remaining feasible within the available time and budget.



The methodology should also explain clearly:

- how the evaluation questions will be operationalized;
- how primary and secondary data will be combined and triangulated;
- how cross-cutting dimensions, in particular gender equality, inclusion and Leave No One Behind, participation, environmental sustainability, and human-rights sensitivity, will be considered;
- how data quality, validation, and limitations will be addressed;
- how findings will be analyzed and translated into practical recommendations.

The proposed methodology shall be refined and agreed during the inception phase.

Final methodological specifications shall be presented in the inception report, including the evaluation matrix, sampling framework, data collection tools, work plan, and approach to risk mitigation.

The evaluation shall be conducted in accordance with recognized **ethical standards** for independent evaluations. The consultant shall ensure informed consent, voluntary participation, confidentiality, data protection, and the do-no-harm principle throughout the evaluation process. Particular attention shall be paid to the respectful and safe involvement of potentially vulnerable participants.

If **artificial intelligence (AI)** tools are used at any stage of the assignment, including for transcription, translation, coding, analysis, or drafting support, their use must be transparent, proportionate, and subject to human oversight. The consultant remains fully responsible for the quality, accuracy, validity, and confidentiality of all data, analysis, and reporting. AI tools may support the evaluation process, but they shall not replace independent professional judgement, critical analysis, or compliance with ethical and data protection standards.

7. Deliverables

The consultant shall provide the following deliverables:

7.1 Inception Report

Including:

- refined methodology;
- evaluation matrix;
- sampling framework;
- data collection tools;
- work plan and timeline;
- limitations and risk mitigation plan;
- costs proposal.

7.2 Data Collection Tools

Interview guides, questionnaires, survey tools, and other agreed instruments.



7.3 Debrief/Preliminary Findings Presentation

Presentation to DBTA management and key stakeholders at the end of data collection.

7.4 Draft Evaluation Report

Comprehensive draft report for review.

7.5 Validation Workshop

Facilitation of an online validation and discussion workshop with project partners.

7.6 Final Midterm Evaluation Report

Incorporating comments and agreed revisions, including key findings and recommendations, as well as a ONE-Page summarizing the key findings and recommendations very concisely. In addition, the evaluator shall complete the Don Bosco Mondo OECD/DAC Rating Scorecard, to the extent possible at midterm stage, taking into account the scope and limitations of a midterm evaluation.

7.7 Executive Summary and Recommendations Matrix

- concise executive summary;
- clear action-oriented recommendations;
- a recommendations matrix indicating proposed follow-up responsibilities and priorities;
- a one-page summary of key findings and recommendations.

8. Proposed Timeline and Indicative Level of Effort

Phase	Timeline	Indicative level of effort / person-days
TOR publication, consultant selection and contracting	May – mid June 2026	n/a
Inception phase	Mid-June - early July 2026	10-15
Data collection	Mid July– end of August 2026	25-35
Analysis and draft report	September 2026	15-20
Validation Workshop	early Oct 2026	3-5
Final report submission	end October 2026	5-8

The commissioning organization anticipates a total level of effort in the range of **60 to 80 person-days**. Bidders are invited to propose a justified allocation of person-days based on their methodological approach, team composition, and sampling strategy.



9. Required Consultant Profile

The assignment shall be carried out by a qualified consultant or consulting firm with demonstrated capacity to conduct complex, donor-funded, multi-country evaluations.

The proposed consultant/team must meet the following requirements:

- An advanced university degree in evaluation, development studies, social sciences, education, management, economics, or another relevant field;
- Proven experience in designing and conducting midterm and/or final evaluations of donor-funded programs;
- Demonstrated ability to apply the OECD/DAC evaluation criteria in a credible and methodologically sound manner;
- Substantive experience in one or more of the following areas: TVET, skills development, youth employability, education, institutional strengthening, or network-based programs;
- Experience evaluating programs in sub-Saharan Africa and working across diverse national contexts;
- Proven ability to manage multi-country assignments, including sampling, cross-country comparison, and synthesis of findings;
- Strong command of qualitative and mixed-methods approaches, including document review, interviews, focus group discussions, triangulation, and analysis;
- Experience using digital tools and platforms for evaluation processes, including remote data collection, online consultations, and virtual validation formats;
- Excellent analytical, writing, and facilitation skills, including the ability to produce high-quality evaluation reports and present findings clearly to different audiences;
- Experience working with faith-based organizations and/or religious congregations; familiarity with the Salesian context is a strong asset;
- Strong working capacity in English, French and Portuguese. French and Portuguese are important for stakeholder engagement and data collection in relevant country contexts, while all final deliverables must be submitted in English;
- Consulting firms must have legal registration and be in good financial standing, without any outstanding tax and statutory liabilities or unresolved debts. The proposed team should also:
 - Be gender-balanced to the extent possible;
 - Demonstrate sensitivity to local customs, cultural contexts, and religious beliefs;
 - Uphold high standards of professional ethics, independence, confidentiality, and impartiality.



10. Reporting and Management Arrangements

The consultant shall report to the **DBTA Management Team / designated Evaluation Steering Committee**. Technical oversight shall be provided by DBTA in collaboration with relevant program partners.

11. Proposal Submission Requirements

Interested consultants/firms shall submit:

- a technical proposal demonstrating understanding of the assignment;
- a proposed methodology, including the sampling approach and data collection methods;
- a work plan and timeline;
- CVs of the lead consultant and proposed team members;
- evidence of similar assignments, preferably in the TVET sector and/or multi-country evaluations;
- a detailed financial proposal, including person-days, daily rates, and a clear breakdown of all major cost items. Lump-sum budgets without a detailed breakdown will not be considered;
- legal registration and tax compliance documents, where applicable.

12. Evaluation of Proposals

Proposals shall be assessed based on:

- understanding of the assignment;
- methodological soundness;
- relevant experience;
- team composition and expertise;
- financial competitiveness
- legal legitimacy and compliance.

After the first evaluation round of the submitted proposals, the top three shortlisted candidates/firms may be invited for an interview as part of the final assessment process. The interviews are tentatively planned for the second/third week of June 2026.

Interested consultancy firms shall submit their proposal electronically in **PDF format as one consolidated document** to application@dbtechfrica.org, with a copy to s.moehlen-dick@don-bosco-mondo.de.

The subject line or submission shall clearly quote the reference number **DBTA-GP-II-May-2026-MTE**.

Proposals must be received **no later than 12 June, 2026, at 5:00 PM Nairobi time**. Proposals received after this deadline will not be considered.

Annexes

GP- II Logical Framework (Annex 1)

Project Manual (Annex 2)