CONGREGATION OF OUR LADY OF CHARITY OF THE GOOD SHEPHERD

GOOD SHEPHERD INTERNATIONAL FOUNDATION ETS

TERMS OF REFERENCE

Final Evaluation of the South Africa Strategic Plan 2022–2026

Organisation: Congregation of Our Lady of Charity of the Good Shepherd–South Africa
Mission Sites: Hebron, Madidi and Akhanani
Assignment Period: October–December2026

1. Introduction and Background

The Congregation of Our Lady of Charity of the Good Shepherd in South Africa operates community-based missions dedicated to supporting women, girls, children and other persons living in situations of poverty and vulnerability.

The current Strategic Plan covers the period January 2022 to December 2026 and was informed by a Community Needs Assessment conducted in 2021 across the three mission sites: Hebron and Madidi in North West Province, and Akhanani in Gqeberha, Eastern Cape.

The Strategic Plan is built around four objectives:

1. Reduce poverty through education, skills development and job opportunities;
2. Reduce hunger through sustainable nutrition programmes;
3. Eliminate gender-based violence and safeguard children and adults at risk through advocacy, counselling, education and safe spaces; and
4. Strengthen the organisational capacity of the Sisters and Partners-in-Mission to sustain and enhance impact.

As the 2022–2026 strategic cycle reaches its conclusion, the Congregation seeks to appoint an independent consultant to conduct a final evaluation of the Strategic Plan across the three mission sites.

The assignment will assess implementation, achievements, challenges and lessons learned and provide recommendations to inform future programming and strategic decision-making.

The assignment doesnot include the development of a new Strategic Plan.

2. Purpose and Objectives

The purpose of the assignment is to evaluate the implementation and results of the 2022–2026 Strategic Plan across Hebron, Madidi and Akhanani.

The specific objectives are to:

1. Assess the extent to which the Strategic Plan’s objectives, initiatives and intended results were achieved.

2. Assess the relevance of the Strategic Plantothe needs of the communities and the operating context.
3. Identify the main internal and external factors that enabled or constrained implementation.
4. Assess the sustainability of results and theorganisational capacities developed during the strategic period.
5. Document key lessons, good practices and areas for improvement.
6. Provide practical and prioritised recommendations for future programming and strategic planning.

3.Scope of Work

The evaluation will cover the implementation of the Strategic Plan from 2022 to 2026 across Hebron, Madidi and Akhanani.

The consultant will:

- Review the Strategic Plan, Community Needs Assessment, Theory of Change, programme reports, monitoring data and other relevant documentation;
- Assess progress against the objectives, initiatives and measurements established in the Strategic Plan;
- Consult key stakeholders, including Congregation leadership, Sisters, Partners-in-Mission, staff, programme participants and community members;
- Conduct field visits to the three mission sites;
- Analyse key achievements, gaps, challenges, enabling factors and lessons learned; and
- Present findings and recommendations for validation.

The evaluation should consider the core OECD-DAC criteria of **relevance, effectiveness, efficiency, impact/contribution to change and sustainability**, as appropriate to the available evidence.

Key questions should include:

- To what extent were the Strategic Plan's objectives and intended results achieved?
- To what extent did the strategy remain relevant to community needs and context?
- What factors most enabled or constrained implementation?
- What significant changes did the Strategic Plan contribute to, and how sustainable are they?
- What key lessons and recommendations should inform future programming and strategic planning?

4.Methodological Approach

The consultant will propose an appropriate participatory methodology combining:

- desk review;

- review of available quantitative and monitoring data;
- key informant interviews;
- focus group discussions and/or other consultations with programme participants and communities;
- field visits to the three mission sites; and
- validation of preliminary findings.

The methodology should ensure appropriate participation, confidentiality and safeguarding of children and adults at risk.

The final methodology, evaluation questions and data collection tools will be agreed during the inception phase.

5.Expected Deliverables

The consultant will deliver:

1. **Inception / Methodological Note** – confirming the methodology, key evaluation questions, data collection tools, stakeholders to be consulted and work plan. *Indicative length: 5–10 pages, excluding annexes*.

2. **Draft Evaluation Report** – presenting the evaluation findings, conclusions, lessons learned and practical recommendations. The Congregation/GSIF will provide one consolidated set of comments on the draft.

3. **Final Evaluation Report** – incorporating relevant feedback and including an Executive Summary and clear, prioritised recommendations for future programming and strategic planning.
   Indicative length: approximately 40–60 pages, excluding annexes, including a 3–5 page Executive Summary.

6.Timeline

The consultancy will commence following completion of the recruitment process in October 2026 and must be completed by **December 2026**. The consultant will propose a detailed work plan within this timeframe. The expected duration of the assignment is 30 working days.

Activity	**Timing**
Publication of ToR / Call for Proposals	September 2026
Selection and contracting	October 2026

Inception, desk review and fieldwork	November 2026
Analysis and draft report	November 2026-December 2026
Final report	By 30 December 2026

7. Consultant Profile

The consultant should have:

1. An advanced degreeinMonitoring and Evaluation, Development Studies, Social Sciences or a related field.
2. At least five years ofrelevant experience in programme, organisational or strategic evaluation.
3. Proven experience in the non-profit, civil-society or community-development sector.
4. Strong qualitative and quantitative research and analytical skills.
5. Experience with participatory evaluation methods and stakeholder consultation.
6. Strong facilitation and report-writing skills.
7. Knowledge of the South African context.

Experience in programmes related to women, girls, children, livelihoods, education, food security, GBV, safeguarding or organisational development will be an advantage.

8.Application Requirements

Interested consultants or firms should submit:

1. A technical proposal outlining their understanding of the assignment, proposed methodology and work plan;
2. CV(s) demonstrating relevant qualifications and experience;
3. One example of a similar evaluation report;
4. A detailed financial proposal, including consultancy fees, travel and other relevant costs; and
5. Two professional references.

Application deadline: October 9th, 2026

Submission emails:

- southafrica.rgs@gssweb.org
- manoina.lalaharivony@gsif.it

9.Budget and Contractual Arrangements

The maximum budget for the consultancy is EUR 3,000, inclusive of consultancy fees, travel, accommodation, communications, local consultations and any other costs required to complete the assignment.

Payment will be linked to satisfactory completion of agreed deliverables.

GSIF recognizes its responsibility to promote gender equality and to ensure the protection, safety, and safeguarding of all children and adults in vulnerable situation. GSIF applies a zero-tolerance policy towards any form of abuse or exploitation. All staff, interns, and consultants associated with GSIF are required to sign and comply with the GSIF Safeguarding Policy and Code of Conduct. GSIF reserves the right of conducting a background check on potential candidates. Failure to adhere to these policies will result in the candidate not being appointed to the role.