



TERMS OF REFERENCE (ToR)

End-line Evaluation

Ghetto Go Green – Climate Change Adaptation Modality (GGG-CCAM) Project

MARCH 2026



EVALUATION SUMMARY

Programme:	Ghetto Go Green – Climate Change Adaptation Modality (GGG-CCAM)
Location:	Nakawa and Kawempe Divisions, Kampala – Uganda
Project Duration:	July 2023 – June 2026
Implementing Organization	Network for Active Citizens (NAC) in partnership with Dreamtown
Funding Partner	Civil Society in Development (CISU)
Thematic Focus:	Climate Change Adaptation, Youth Empowerment, Urban Resilience
Type of Evaluation:	Endline Evaluation.
Methodological approach:	Qualitative and Quantitative methods



1. BACKGROUND

Network for Active Citizens (NAC) is a Ugandan non-profit, community-driven development and advocacy organisation working to strengthen citizen participation, youth leadership, and community resilience. NAC collaborates with community-based organizations, youth groups, local authorities, and development partners to amplify citizen voices in governance and development processes.

NAC has extensive experience implementing programmes focused on youth empowerment, climate action, livelihoods, governance, accountability, and community development across urban informal settlements and rural districts in Uganda. Find out more here: <https://nacuganda.org/>

Within the Ghetto Go Green project, NAC is responsible for implementation, coordination, stakeholder engagement, financial management, capacity strengthening of youth-led CSOs, monitoring and reporting, and collaboration with technical partners.

Project Background

With funding from **Civil Society in Development (CISU)** through **Dreamtown (Denmark)**, **Network for Active Citizens (NAC)** is implementing the **Ghetto Go Green – Climate Change Adaptation Modality (GGG-CCAM)** project (July 2023 – June 2026), which aims to enhance the resilience of young people living in climate-vulnerable urban areas of Kampala to respond to effects of climate change. The project is implemented across eight communities in Nakawa and Kawempe divisions, namely: Kanyanya, Kyebando, Kisowera, Kitintale, Kinawataka, Kunya, Kamwanyi, and Kirombe.

The project addresses climate-related challenges affecting urban informal settlements, including flooding, heat stress, food insecurity, and limited adaptive capacity among vulnerable youth populations. The intervention combines capacity strengthening of youth-led civil society organizations, support for youth-led climate adaptation initiatives, and engagement with local authorities to improve climate-responsive planning and decision-making processes.

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A mid-term evaluation conducted during implementation identified progress in youth training, green space development, and advocacy engagement, while also highlighting challenges such as limited uptake of practices, land access constraints, and documentation gaps in youth-led innovations. As the project approaches completion in June 2026, there is a need to conduct an end-of-project evaluation to assess the contribution of the project towards achieving its intended outcomes, sustainability of results, and lessons to inform future programming.

Project Objectives

The long-term objective of the Ghetto Go Green – Climate Change Adaptation Modality (GGG-CCAM) project is that **young people living in Kampala’s climate-vulnerable urban areas have improved their resilience towards the effects of climate change.**

There are three intended outcomes of the project interventions:

- Civil Society Organizations (CSOs) have strengthened their capacity to support climate-vulnerable youth in implementing climate adaptation solutions.
- Young people have adopted sustainable climate-resilient urban agriculture, co-developed public green spaces, and tested innovative adaptation responses to flooding and heat.
- Kampala Capital City Authority (KCCA) has strengthened prioritization of vulnerable communities within climate change strategies and plans.

In order to achieve these objectives, the project works with youth-led CSOs and young people through structured capacity strengthening initiatives, including the Youth Climate Adaptation and Leadership Academy (YCALA), networking and peer learning platforms, and participatory monitoring approaches to strengthen community-level climate resilience. The project further supports the adoption of climate-resilient urban agriculture practices, co-development and maintenance of public green spaces, and testing of youth-led climate adaptation innovations addressing flooding and heat challenges.

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In addition, the project promotes youth participation in governance and advocacy processes through community dialogue platforms, youth climate parliaments, and engagement with local authorities to influence planning, prioritization, and budgeting processes related to climate adaptation in target communities.

Theory of Change

The project theory of change suggests that:

IF the capacity of youth-led CSOs is strengthened to support climate adaptation **AND** young people adopt climate-resilient practices and participate in adaptation initiatives **AND** government authorities prioritize vulnerable communities in climate strategies,

THEN young people will improve their resilience to climate change impacts,

LEADING TO stronger youth-led climate adaptation and sustainable urban resilience in Kampala communities.

2. PURPOSE OF THE CONSULTANCY

The purpose of this evaluation is to assess the extent to which the Ghetto Go Green project achieved its intended outcomes and contributed to improved resilience among target youth and communities.

Specifically, the evaluation seeks to:

- Assess achievement of project indicators and targets.
- Examine the effectiveness of the implementation approach.



- Assess programme efficiency over the implementation period.
- Determine relevance of interventions to community needs.
- Measure the impact of the project on intended beneficiaries.
- Assess sustainability prospects beyond project completion.
- Document lessons learned, best practices and recommendations for future programming.

2.1 Key Evaluation Questions

The evaluation will collect data to address the following questions:

- To what extent has the project achieved its intended objectives and outcomes?
- How effective was the project design and implementation approach?
- How efficient was the delivery of the program?
- How relevant were project interventions to community and stakeholder needs?
- What changes have occurred in climate resilience among beneficiaries?
- How sustainable are the results achieved?
- What lessons can inform future climate adaptation programming?

The evaluation will be guided by OECD DAC criteria including relevance, effectiveness, efficiency, impact, sustainability, and coherence.



3. SCOPE OF THE EVALUATION

3.1 Boundaries of the Evaluation

The end-line evaluation will cover all the eight project communities in Nakawa and Kawempe divisions of Kampala, namely: Kanyanya, Kyebando, Kisowera, Kitintale, Kinawataka, Kunya, Kamwanyi, and Kirombe.

The evaluation will assess the full implementation period from July 2023 to June 2026.

4. METHODOLOGY

Outline of the Proposed Evaluation Methodology

The evaluation will adopt a combination of both qualitative and quantitative methods in data collection and approaches that are most appropriate to assess the progress of the project and the contribution of interventions to intended outcomes. This will entail that the evaluator assesses evidence of what has changed at outcome level and, working backwards, determines whether and how project interventions have contributed to these changes from baseline to end-line.

In practice, the evaluation is expected to apply participatory approaches consistent with the project's Planning, Monitoring, Evaluation, Reflection and Learning (PMERL) framework. Where appropriate, the evaluator may apply approaches such as outcome harvesting, case studies, most significant change stories, field verification visits, and beneficiary surveys to capture both intended and unintended results. However, the consultant is encouraged to propose a methodology that he/she considers most suitable to achieve the evaluation objectives, which will be discussed and agreed upon during the inception phase.



Primary Data Collection

Primary quantitative and qualitative data will be collected from project stakeholders including youth beneficiaries, youth-led CSOs participating in the project, NAC staff and partners, local leaders, and representatives from Kampala Capital City Authority (KCCA), among others. These stakeholders will contribute to addressing key evaluation questions related to project performance, outcomes, and sustainability.

Data collection methods may include key informant interviews, focus group discussions, beneficiary surveys where necessary, field observations, and site verification visits to green public spaces and climate adaptation initiatives.

Secondary Data Collection

Secondary data will be collected through review of relevant documentation including but not limited to the project proposal, results framework, PMERL data, baseline and midline evaluation reports, Activity reports, Quarterly reports, training documentation, organisational strategy documents, and any other materials that the consultant may deem relevant to the evaluation.

Findings from both primary and secondary data sources will be triangulated to ensure reliability and validity of conclusions.

5. ROLES AND RESPONSIBILITIES

In the execution of the evaluation, the key roles and responsibilities of the consultant and Network for Active Citizens (NAC) are stipulated below:

The Consultant or Consultancy Firm shall be responsible for:

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- i. Developing the evaluation design, methodology, and data collection tools
 - ii. Identifying, training, and supervising data collectors
 - ii. Collecting data using the agreed upon methodology
 - iii. Ensuring adherence to ethical standards, safeguarding principles, and confidentiality requirements throughout the evaluation process
 - iv. Ensuring quality, accuracy, and security of all data collected
 - v. Conducting data analysis and preparing evaluation deliverables in line with the agreed work plan
 - vi. Submitting all deliverables according to agreed timelines
 - vii. Adhering to contractual terms and conditions
 - viii. Providing tax clearance documentation and evidence of registration where applicable
- ix. Conducting validation and dissemination workshop

Network for Active Citizens (NAC) shall be responsible for:

- i. Providing all relevant project documents required for execution of the assignment
- ii. Reviewing and providing timely feedback on deliverables
- iii. Introducing the consultant to key project stakeholders and partners and support with mobilization of respondents where required
- iv. Coordinating logistical arrangements required for the evaluation
- v. Supporting organization of the validation and dissemination workshop
- vi. Adhering to contractual obligations
- vii. Withholding applicable statutory obligations as required under Ugandan law

6. KEY DELIVERABLES

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The evaluator will deliver the following outputs in line with the agreed work plan and timelines for the execution of the Ghetto Go Green (GGG-CCAM) end-line evaluation.

1. **Inception Report** outlining the evaluation design, methodology, data collection tools, detailed work plan, and timelines for execution of the evaluation.
2. **Submission of Draft Data Collection Tools and Finalized Methodology** to Network for Active Citizens (NAC) for review and approval prior to commencement of data collection.
3. **Draft Evaluation Report** submitted in electronic format to NAC for feedback, in accordance with the agreed timeframe and reporting format.
Note: The main body of the report (excluding annexes) should not exceed 40 pages.
4. **Final Evaluation Report** submitted in electronic format to NAC, incorporating comments and feedback provided by NAC and relevant stakeholders, and in line with the agreed submission deadline.
5. **Submission of Cleaned Datasets and Supporting Documentation**, including data collection tools, transcripts, and any other relevant materials generated during the evaluation, before the contract end date.
6. **Impact Brief (2–3 pages)** summarizing the main findings, lessons learned, and key recommendations suitable for internal and external communication.
7. **PowerPoint Presentation** summarising the evaluation findings and recommendations for presentation to NAC and stakeholders during the validation or dissemination workshop.

7. PLANNED TIMELINES

The evaluation shall be conducted within 50 working days from the date of signing the contract. The contract is anticipated to start on the 30th March 2026 and end on the 15th of June 2026.

Note: This period excludes weekends and public holidays.

Activity	Responsible Party	9 th -13 th Mar	16 th -20 th Mar	23 rd -27 th Mar	30 th Mar-3 rd Apr	6 th -10 th Apr	13 th -18 th Apr	20 th -25 th Apr	27 th Apr-2 nd May	4 th -8 th May	11 TH -15 TH May	18 th -22 nd May	25 th -29 th May	1 ST -5 TH Jun	8 th -15 th Jun
TOR advertised	NAC														
Consultant selection	NAC														
Approval of Consultant	NAC in collaboration with DT														
Contract signing & Initial Engagement	Consultant & NAC														
Inception Meeting	Consultant														
Inception Report	Consultant/NAC														



Approval, Tools design Review and Approval															
Data collection	Consultant														
Data analysis and Reporting	Consultant														
First Draft report	Consultant														
Review and feedback	NAC														
Validation & Dissemination workshop	Consultant & NAC														
Final report, Impact Brief, PowerPoint slides and Data	Consultant														
Contract closure	Consultant/NAC														

Final report submission deadline: 15 June 2026
Expected Level of Effort: 45-50 consultancy days



8. TECHNICAL SUPERVISION

The consultant or consultancy firm will technically report to the **NAC MEL Team** led by the **PMERL Officer** and work closely with the **Program officer**. Throughout the assignment the MEL Team will provide administrative coordination for this consultancy, including relevant documentation and information required to support execution of the evaluation.

Technical oversight will be provided by the **Head of Programs**, while the MEL Team will provide day-to-day support and coordination during the implementation of the assignment.

9. SPECIFIC REQUIREMENTS

The **consultant or consultancy firm** should meet the following requirements for this assignment:

Qualifications

- Bachelor's degree in **Statistics, Social Sciences, Development Studies, Monitoring and Evaluation, Climate Change, or a related field**.
- A **Postgraduate qualification in Monitoring and Evaluation, Project Management, Youth Development Studies, or a related discipline is required**.
- A **Master's degree in Monitoring and Evaluation, Research, Development Studies, Climate Change, or a related field** will be an added advantage.

For consultancy firms, the proposed team leader/lead evaluator must meet the minimum academic qualification requirements specified above.



Experience

- Minimum of **5 years' professional experience** in monitoring, evaluation, research, or related fields.
- Proven experience conducting **end-line or similar evaluations** of donor-funded development projects.
- Experience evaluating programs related to **youth development, climate change, livelihoods, or community development** is an added advantage.
- Strong documentation, analytical, and report writing skills.
- Understanding of the **urban informal settlement context in Uganda**, particularly Kampala, is desirable.

For consultancy firms, similar experience should be demonstrated at both organisational and proposed team levels.

Skills / Technical Knowledge

- Strong knowledge of qualitative and quantitative research methods.
- Experience with participatory evaluation approaches (e.g., outcome harvesting, most significant change) is an asset.
- Excellent analytical and report writing skills.
- Strong communication and stakeholder engagement skills.
- Ability to work independently and meet deadlines.
- Proficiency in relevant computer applications for data analysis and reporting.

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Independence Requirement

The **consultant or consultancy firm** must be **independent and external** and should not have been directly involved in the implementation of the Ghetto Go Green (GGG-CCAM) project or employed by Network for Active Citizens (NAC) in related project roles.

Other Requirements

- Excellent command of written and spoken English.
- Ability to speak Luganda, or access to team members fluent in Luganda, is an added advantage.
- Demonstrated commitment to ethical research standards, including safeguarding, integrity, and confidentiality principles.

10. TERMS OF PAYMENT

Payments will be made to the successful consultant or consultancy firm based on completion and approval of agreed deliverables as outlined below:

Payment Milestone	Deliverable	Percentage
Payment 1	Upon submission and approval of the Inception Report and finalized evaluation tools	50%
Payment 2	Upon submission and approval of the Draft Evaluation Report	30%
Payment 3	Upon submission and approval of the Final Evaluation Report and all deliverables	20%

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All payments will be made in accordance with NAC financial procedures and **subject to applicable statutory tax deductions under Ugandan law.**

11. CONTRACTUAL ARRANGEMENTS

This Agreement shall be governed by and construed in accordance with the laws of Uganda.

12. CONFIDENTIALITY AND DATA OWNERSHIP

All data, reports, and materials produced under this consultancy shall remain the property of **Network for Active Citizens (NAC)**. The consultant or consultancy firm shall not share or publish any information without prior written consent from NAC.

13. EXPRESSION OF INTEREST SUBMISSION

Interested **consultants or consultancy firms** should submit the following:

- An **Expression of Interest (cover letter)** indicating suitability and availability for the assignment.
- A **Technical Proposal** detailing the proposed methodology, work plan, and approach to executing the assignment.
- A **Financial Proposal** with a detailed cost breakdown aligned to the proposed work plan.
- Proposed **team composition and roles** (where applicable).
- Updated **CV(s) of the consultant or proposed team members**, including at least two references from previous assignments.



- **Evidence of past work**, including at least two recent evaluation reports and examples of similar assignments conducted in the last three years.
- For **consultancy firms**, a copy of the certificate of registration and valid trading license.

Submission Procedure

Interested applicants should electronically submit their **technical and financial proposals as separate documents** to: ccamendlineevaluation@gmail.com

with the subject line: **CCAM End-Line Evaluation - Expression of Interest**

Deadline for submission of Applications: 27th March 2026 at 5:00 PM EAT.

Please note that **Network for Active Citizens (NAC) does not charge any fee at any stage of the recruitment or selection process.**