

Terms of Reference (ToR)

Final Evaluation

Project/Programme Title:	ICP Regional Project Tanzania. Improve lives through commercially oriented farmer organizations
Country:	Tanzania
Name of Partner Organisation:	International Coffee Partners (ICP)

1. Introduction/Background

International Coffee Partners (ICP) is an initiative consisting of eight leading European coffee companies, Gustav Paulig Ltd. of Finland, Löfbergs Lila of Sweden, Luigi Lavazza S.p.A. of Italy, Neumann Gruppe GmbH of Germany, Tchibo GmbH of Germany, Joh. Johannson Kaffe AS from Norway and Franck d.d. of Croatia. In July 2018, ICP welcomed the family led coffee company Delta as their eighth member. International Coffee Partners is supported by Hanns R. Neumann Stiftung (HRNS), which is the sole implementer of its projects worldwide. HRNS also plays a managing role in regards to planning, reporting and more. These Terms of Reference refer to the final evaluation of an ICP Regional Project in Tanzania.

Smallholder farmers in Tanzania are struggling with extremely low productivity levels for both cash crops and food crops resulting in inadequate levels of income and food security. Among the major challenges are lack of education and know-how as well as agricultural support services and changing climate patterns. Also, there is a scarcity of professional and well-managed farmer organizations providing key services in view of production, processing and marketing. With this, farmers lack the framework, support and capability to move from subsistence to commercial farming. Against this background ICP is supporting a comprehensive and holistic farmer capacity building project which is being executed by HRNS TZ.

The objective of the project is to improve the livelihood of 25,000 coffee farming households in northern and southern Tanzania. The project results are:

1. **Improved organizational and business development:** Commercially oriented farmer organizations have been established and provide essential services to their members. Farming households and farmer organizations have raised their efficiency of operations by continuously assessing costs and benefits to improve processes and optimize the planning of operations. Farmer households are empowered via their farmer organizations to create a conducive business environment and encourage local government to take up an active role in this process.
2. **Increased coffee production and quality enhancement:** Farming households have significantly improved their coffee farm management and processing practices in a sustainable way to increase productivity and enhance crop quality. A farmer-to-farmer extension structure has been established which facilitates adoption of good agricultural practices on farm level as well as for harvest and post-harvest practices by the beneficiaries.



3. **Enhanced marketing and service linkages for coffee as well as food crops:** Market access and efficient linkages to input suppliers, financial institutions, processors, and exporters are available for beneficiaries. Farmer organizations have improved their marketing performance through value addition such as bulking, central processing and quality control in order to meet market demand.
4. **Improved food security and income diversification:** Smallholder coffee farming households have adapted climate resilient conservation agriculture practices for maize and beans as well as other sustainable natural resource management systems in order to strengthen the household's resilience against climatic shocks and economic fluctuations.
5. **Upgraded resilience to climate change:** Smallholders have access to adequate knowledge and instruments that enable them to apply and finance effective climate change adaptation strategies. Farming households have adopted integrated farming systems that increase productivity and offset existing and future climatic shocks to reverse food insecurity and environmental degradation.
6. **Enhanced gender relations in beneficiary households:** All members of a household participate in joint decision making to actively participate and benefit from farm production, related activities and program interventions and equitably benefit from cash and food crop production and marketing.
7. **Increased involvement of youth in the agricultural sector:** Young people have gained skills in important value chains and agricultural growth sectors to find meaningful employment in more modernized, dynamic, productive and profitable agriculture and participate in administration and operations of their farmer organizations.

The project has a run-time of 4 years, which started on 1.11.2015 and will end on 31.10.2019. It is a follow-up project, based on previous interventions financed by International Coffee Partners in Tanzania together with other funding partners. The first project was implemented between 2006 and 2010 in the Mbeya region targeting 3,000 coffee smallholders, followed by the project Building Coffee Farmers Alliances in Tanzania (CFAT) from 2010 to 2015, targeting 12,000 households in the Mbeya region. The project under evaluation builds on these previous interventions by targeting 25,000 smallholder coffee farmers (which include the 12,000 households from the previous project) in both the Mbeya region and the Northern area of Kilimanjaro and Arusha.

2. Purpose

The purpose of this evaluation is to establish whether the work of International Coffee Partners in Tanzania has met its targets and whether impact for final beneficiaries has been realized. The evaluation shall inform the planning for future ICP interventions in Tanzania, East Africa and beyond.

3. Objective

This final evaluation shall provide ICP, HRNS as well as other partners with relevant information on the results of the project, both positive and negative. The main objective of the evaluation is to assess and present results (output, outcome, impact level), conclusions, lessons learnt and recommendations.

Applying the OECD DAC evaluation criteria (relevance, impact, effectiveness, efficiency and sustainability) the evaluation team will particularly assess the following areas:



- a) Assessment of the design and coherence of the project, analysis of the underlying theory of change and its assumptions.
- b) the extent to which the interventions of ICP have already achieved their objectives and results, including the extent to which people have already benefited from the project's activities (direct beneficiaries) and whether the lives of the project beneficiaries (smallholder coffee farmers as well as all household members) have already been improved as envisaged in the theory of change.
- c) the strengths and weaknesses in terms of planning, management, implementation and monitoring, especially with respect to synergies through other interventions in Tanzania, implemented by HRNS or other sector players.
- d) the extent to which cross-cutting issues and principles (youth involvement, gender equality, equal and non-discriminatory participation, and environmental protection, social standards) were addressed appropriately.

4. Subject and Focus

This final evaluation should cover several topics and target various stakeholders, such as:

Target Groups

- Final beneficiaries, i.e. the 25,000 targeted smallholder coffee farming households and their family members
- The supported farmer organizations, especially the Tanzanian Coffee Farmer Alliance TCFA (third-tier) and the second-tier farmer organizations.
- Private Project Partners and Partners in Civil Society like Yara, Balton, Panner, Obo investment, NMB Foundation, Cafe Africa (GCP).
- Public Sector partners in Tanzania on national and regional level, for example the national coffee board TCB (Tanzanian Coffee Board), the Tanzania Coffee Research Institute (TACRI).

Area of Coverage

The evaluation will be undertaken in Tanzania. Field visits will be conducted as part of this evaluation. The field visits will take place in the Arusha and Kilimanjaro regions (office located in Usa River) and the Mbeya and Songwe regions (office located in Mbeya town)

Furthermore, communication and exchange of information should be established with the ICP shareholders and HRNS Headquarters in Hamburg (Germany). The project will assist the evaluators in identifying relevant contact persons in these organisations mentioned above if requested.

Scope and topic

The evaluation shall assess the project according to its planning framework and theory of change, evaluating the validity of the made assumptions and the underlying intervention logic. The evaluator shall assess the project using the OECD/DAC criteria for evaluations (relevance, effectiveness, efficiency, impact, sustainability), specifically assessing potential changes in programming for a potential future project phase.



5. Specific Evaluation Questions

Relevance of the work of International Coffee Partners in the project zones

Relevance: the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances. ([DAC Criteria for Evaluating Development Assistance](#))

- To what extent are the objectives of the project still valid for Tanzania, key stakeholders and the beneficiaries?
- To what extent does the partner government (represented by the TCB and regional agricultural offices) want to continue pursuing enhancement of smallholder coffee farming and value addition as development priority?
- Are the expected outputs of the project consistent with the expected outcome?
- Are there any aspects that the programme did not consider/address and that should be included in future programming?

Effectiveness of the work undertaken by International Coffee Partners

Effectiveness: the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact. ([DAC Criteria for Evaluating Development Assistance](#))

- To what extent has the project already achieved its expected outputs?
- To what extent has the project already achieved its outcome(s)?
- What were the major factors influencing the achievement or non-achievement of the outcomes and expected outputs? (Also, consider any factors which were possibly beyond the control of the project)
- How did the programme management contribute to the achievements of the project's results? Was the project managed as planned? If not, what issues occurred and why? How were they remedied/have the right steering measures been taken?
- How did stakeholder cooperation contribute to the achievement of the project's results? To what extent have all project stakeholders collaborated as planned? If not, what issues occurred and why? How were they remedied/has this been addressed adequately by the project (team)?
- To what extent were cross-cutting issues included in the project design and implementation (youth involvement, gender mainstreaming, environmental mainstreaming/social standards)? Has the project addressed them in all five components?

Efficiency of resource use

Efficiency: a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

[*\(DAC Criteria for Evaluating Development Assistance\)*](#)

- To what extent have interventions been cost/time-effective?
- Was the project implemented in an efficient way (time, personnel resources)?
- What has hampered efficiency, if anything? How well have related challenges been remedied?

Impact of International Coffee Partners' work on project beneficiaries

Impact: positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

[*\(DAC Criteria for Evaluating Development Assistance\)*](#)

- What is the estimated Social Return on Investment of the project?
- What are key factors influencing the achievements of results?
- How many people (disaggregated by gender and age) have already benefited from the project?
- What exactly has already changed in the lives of the population (disaggregated by gender and age)?
- Which positive and/or negative effects/impacts in terms of gender and environment, equality, social inclusiveness, and social standards can possibly be attributed to the project?
- Which institutions have already benefitted from the project and how? What has changed for whom?
- How have supported farmer organizations and other actors of the coffee supply-chain benefited from the intervention?
- What, if anything has hampered impact? How could impact be maximised in a future intervention?

Sustainability of project results

Sustainability: the continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

[*\(DAC Criteria for Evaluating Development Assistance\)*](#)

- To what extent are the outcomes of the ICP regional project likely to continue producing effects after the end of the intervention?
- Which elements furthering sustainability of results did the project design include, if any?
- What have been the challenges in terms of sustainability in the project implementation and how have they been addressed?
- If applicable, to what extent will the benefits of the project continue after the withdrawal of ICP?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?



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- What needs/should be done to ensure that initiated change processes are continued, capabilities and resources are in place, and motivation and interest sustained?
- How likely is it that farmers remain committed to improved farm management practices after the end of the project?

6. Approach and Methods

The evaluation consists of several phases:

Contract and Kick-off meeting: Contract is signed and a discussion of the assignment takes place. First documents, including available data, are provided to the evaluation team.

Desk Study: The evaluation team studies all necessary project/programme documents; re-constructs and analyses the intervention logic/programme theory and theory of change, its assumptions and existing data.

Inception-Phase: In the inception report the evaluators will describe the design of the evaluation and will elaborate on how data will be obtained and analysed. The use of a data collection planning worksheet or a similar tool is required. First interviews take place. Data triangulation and quality control are very important and need to be discussed in the inception report.

The field trip will only take place upon official approval of the inception report by the contractor.

Field-phase: Data needs to be gathered, analysed and interpreted. It is expected that the evaluation will include quantitative and qualitative data gender and age disaggregated, where feasible.

Presentation: Presentation of key findings (feedback workshop) at the end of the field trip.

Final Draft Report: Submission and presentation of final draft report, inclusion of comments from partners and contractor.

Final Report: Submission of final report (see reporting requirements under point 9). Presentation of the final Project Report at the premises of HRNS in Hamburg (Germany).

The evaluation methodology will include: desk review, For the different phases it is expected that data and information will be obtained through different methods such as: analysis of documents, structured interviews, semi-structured interviews face-to face or by phone, group discussions, online-survey (if applicable), others.

It is expected that survey data on farm level is collected for project and control farmers as part of the evaluation. Furthermore, data should be collected from farmer organizations participating in the project. For further data collection, it is expected that the evaluation team will present concrete recommendations which are addressed to the specific stakeholders. Data collection can happen electronically, using the project's SurveyCTO server.

7. Timetable & Application Guidelines

The following activity packages and deadlines apply to the evaluation

Action	Responsible	Deadline
Submission of bid (electronically)	Contractor	7.12.2018
Contract signed and documents provided	Contract signed between ICP and consultant	4.1.2019
Kick-Off meeting and first interviews (possible online/telcon)	Meeting between contractor and consultant	18.1.2019
Desk Study	Consultant	8.2.2019
Submission of draft inception report	Consultant	22.2.2019
Inclusion of comments and submission of final inception report	Consultant	8.3.2019
Field Visit, interviews etc. and feedback workshop	Consultant	19.4.2019
Submission/presentation of final draft report	Consultant	10.5.2019
Inclusion of feedback in final draft report	Contractor	24.5.2019
Submission of final evaluation report (hard copy and electronic copy) to contractor & Presentation	Consultant	7.6.2019

Interested parties shall hand in a proposal via email no later than 7.12.2018. The proposal shall include a financial proposal, proposed methods to answer the evaluation questions laid out in these ToRs and a draft activity plan. CVs of all team members should be attached to the proposal. The target budget for the evaluation is 60,000 EUR.

8. The Evaluation Team

The evaluation team will consist of at least 2 members (national and international), while the offer should indicate which tasks will be covered by which evaluator.

Key Qualifications in the team should ideally be:

- Relevant academic degree (master level) e.g. in agriculture, rural development or business administration
- A minimum of five years' experience and expertise in the field/sector of rural development and agriculture
- Team leader has conducted at least five evaluations in the last five years ideally in a relevant field
- Team member has participated in at least three evaluations ideally in a relevant field
- Knowledge of East African coffee producing regions with focus on topics such as rural development and agriculture, farmer livelihood, coffee.
- Working experience in East Africa
- Experience in project cycle management



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- Experience and expertise in cross-cutting issues and principles (such as gender equity and environmental sustainability)
- Excellent oral and written English skills
- Sound MS Office and IT skills

The consultants must not have been previously involved in the design, implementation or monitoring of this project/programme.

9. Reports

The consultants will submit the following reports:

- an inception report (10-15 pages without annexes),
- a final draft evaluation report (about 25-30 pages without annexes), including a draft executive summary
- and the final evaluation report (25-30 pages without annexes), the final executive summary

All reports need to be written in English.

The executive summary should summarize the evaluations purpose, objectives, subject and methods and give an overview of key findings, lessons learned and recommendations (three to five pages) and needs to be submitted as part of the final draft report.

The findings and recommendations of the draft final report and final report have to be structured according to the evaluation questions. An outline of the report's structure needs to be agreed upon during the inception phase.

10. Co-Ordination/Responsibility

Mr. Tobias Voigt, Monitoring & Evaluation Manager at HRNS will be the contact person for this evaluation.

Contact details: tobias.voigt@hrnstiftung.org

11. Annexes:

- Theory of Change

Theory of Change ICP Regional Project Tanzania

