Terms of Reference (ToR)

Project/Programme Title: International Coffee Partners Projects in Ethiopia, Tanzania and Uganda

Country: Ethiopia, Tanzania, Uganda

Name of Partner Organisation: International Coffee Partners (ICP), Austrian Development Agency (ADA)

1. Introduction/Background

International Coffee Partners (ICP) is a pre-competitive initiative of the leading European coffee companies, Delta Cafés SGPS S.A. of Portugal, Franck dd of Croatia, Gustav Paulig Ltd. of Finland, Joh. Johannson Kaffe AS of Norway, Löfbergs Lila of Sweden, Luigi Lavazza S.p.A. of Italy, Neumann Gruppe GmbH of Germany, and Tchibo GmbH of Germany. ICP is registered as a limited company under German law (Gesellschaft mit beschränkter Haftung – GmbH). It operates with a non-profit orientation anchored in its by-laws. Potential surpluses are always reinvested in ICP projects. Shareholders have equal shares in the company and equal voting rights. ICP’s objective is to contribute funding and know-how to establishing a sustainable coffee sector in key producing countries through the implementation of best-practice projects in coffee farmer communities.

Through these projects ICP supports to develop adequate social conditions, to protect the environment and natural resources. ICP provides help for self-help to farmer families and raises farmers’ competitiveness based upon professional know-how, entrepreneurial thinking and active membership in strong farmer organizations providing relevant services. Farmers are thus enabled to take informed decisions about their farming and commercial activities. Project work is usually realised within public private partnership schemes, namely in cooperation with international donor organisations as well as national institutions in the producing countries. The projects are designed in a way that they generate learning and inspire scaling and replication. In case ICP member companies are interested to buy coffee from ICP project farmers they do not have a preferential status but compete with other buyers.

ICP is implementing projects since 2001. Since that year, 92,693 smallholder families have been reached as direct beneficiaries in 12 countries.

The Austrian Development Agency (ADA) has, with other partners financed the implementation of the project Coffee Alliances for Ethiopia (CAFE) in the Amhara region of Ethiopia from 2014 to 2019. The project has been implemented by the Hanns R. Neumann Stiftung (HRNS). The follow-up project CAFE2 is financed by ADA and ICP and subject to this assignment.

The non-profit foundation Hanns R. Neumann Stiftung (HRNS) was established in 2005 by the Neumann Family as an independent non-profit foundation. With its headquarter located in Hamburg, Germany, HRNS implements hands-on projects worldwide to improve the livelihood of smallholder farmer families. It concentrates on the economic and social development of
communities by strengthening their competitiveness, building modern farmer organizations, creating better market linkages and access to support services towards profitable and sustainable farming. Farmers are trained to develop their entrepreneurial skills and to become more efficient in their operations. Recognizing the crucial role of women and the young generation in view of sustainable household development, specific approaches have been developed to improve gender equality and to empower youth.

In view of its longstanding experience in coffee related development projects, HRNS was entrusted by the International Coffee Partners to manage and follow-up all its operative activities including project identification, preparation, implementation and coordination with further project partners.

2. Purpose

The purpose of this study is to recommend a revised approach to monitoring, evaluation and learning for ICP projects that helps to keep track of project objectives and to determine how far the interventions have contributed to improved livelihoods of project beneficiaries. The revised approach shall be implemented by the consultant in a baseline/endline comparison of the CAFE2 project in the Amhara region of Ethiopia.

3. Objective

The objective of the assignment is to build on previous experiences of ICP projects in East Africa to recommend improvements to the MEL system, specifically:

1. Use the ICP Theory of Change to suggest suitable Key Performance Indicators to monitor the progress in the core intervention areas.
2. Based on current documentation, revise the graduation approach for project beneficiaries of ICP projects.
3. Suggest suitable methods to determine the influence of ICP projects on the livelihoods of project beneficiaries.
4. Suggest ways of operationalising the above measures and train HRNS key staff members to introduce the suggested results in project work.
5. Conduct a baseline and endline study in the Amhara region of Ethiopia, building on the revised approach to M&E.

The ICP Theory of Change defines 4+1 core intervention components which are already the basis for progress reporting. However, the KPI framework of ICP does not yet reflect each of the components in a satisfactory manner. One of the objectives is to suggest overall KPIs that allow reporting across projects, i.e. which are the same in each ICP project. This KPI framework should take into account, as much as possible, already available data and methods. The assignment also includes the discussion of the revised indicator set with key HRNS staff members and ICP shareholders and getting it ready for implementation in the three East African projects. KPI-based reporting should satisfy the information needs of ICP shareholders and provide actionable insights on all management levels of the projects.

Due to its holistic approach, ICP projects have different types of beneficiaries (farming families, farmer organizations, youth etc.). The three projects on which this assignment rests (see chapter 4) have already defined draft concepts for a graduation approach to implementation: for each type of beneficiary there is a project specific definition of how much activity will be
provided to each beneficiary to count him/her as trained. The expected direct outcome is also defined (graduation). Together with key HRNS staff, this concept should be refined by the consultant.

There is a huge interest within ICP to determine the contribution of its interventions to the improvement of livelihoods of project beneficiaries. Significant work in that direction has been undertaken, e.g. through progress surveys and external evaluations. As part of this assignment, the consultant shall suggest a strategy to assess core elements of the livelihood of project beneficiaries and how to determine whether the project had an influence on these aspects. The consultant shall suggest different assessment strategies and compare its costs and benefits (e.g. matched control groups / no control groups). Additional considerations are:

- **Benchmarking:** ICP would like to benchmark its performance against similar interventions.
- **Living income debate:** as part of looking into the livelihoods of project beneficiaries, ICP would like to determine how its projects influence participants’ ability to earn a living income.
- **Attribution gap:** specific attention should be given to discuss different options in which ICP can demonstrate its impact on livelihoods given the attribution gap between project activities and outcomes on the one hand and a need for cost-effective assessment methods on the other.
- **Cost Effectiveness:** based on the revised M&E system, ICP would like to be able to calculate the social return on investment of its intervention or to be able to conduct a cost-effectiveness assessment for key direct results of its interventions.
- **Quality Management System:** the documentation of the M&E system should be in a systematic way to allow for future internal M&E audits. Documentation should be in a way to be suitable for a future ISO 9001 Quality Management System.

Based on the above outlined desired results, the consultant should review all the monitoring tools currently used and suggest changes to comply with the new framework. This includes an effective MEL documentation system. The consultant shall discuss these new proposed methods with ICP shareholders and key HRNS staff members. Based on the consensus reached, the consultant shall train key staff members on how to implement the new methods.

While the implementation of M&E activities in general is outside the scope of this assignment, the consultant is expected to conduct a baseline and endline study for the CAFE2 project in the Amhara region of Ethiopia. The consultant is free to suggest suitable methodologies for this assignment and can draw on existing data and methods as much as possible, including data present from the CAFE project.
4. **Scope of the assignment**

The assignment covers three distinct projects. The baseline and endline study is part of this assignment.

**Project Title:** Coffee Alliances for Ethiopia (CAFE) phase 2

**Project Objective:** Improved livelihoods of 2,500 smallholder families in Amhara region through enhancing their production and value addition of coffee and other crops in a sustainable way and addressing gender equality at all levels of the intervention.

**Project Duration:** October 2019 – September 2023. The project is a follow-up of the CAFE phase 1 project (November 2014 – September 2019).

The previous intervention implemented by HRNS and financed by ADA and International Coffee Partners reached 1,673 households from the 2,500 targeted households by the CAFE2 project. The additional households will be identified in the first half of 2020.

The project has the following components:
- Efficient, inclusive farmer cooperatives and the farmer cooperative union support smallholder coffee families.
- Families have improved their economic situation, their adaptive capacity to climate change and their food security and nutrition status.
- Increased gender equality in farmer organizations and at household level.
- Monitoring, Evaluation & Learning (MEL) form integral part of the project and influence management decisions.

While the project activities for the 1,673 have already commenced and are in fact a continuation of the activities from the CAFE1 project, the additional households to reach the target of 2,500 households have not yet been identified. These will be located in separate communities not previously reached by project activities implemented by HRNS. The baseline endline comparison should cover both groups of beneficiaries to allow insights into the change for both groups in CAFE2.

One of the other two ICP projects in East Africa which should be visited as part of this assignment is the ICP Tanzania project in the Mbeya region which runs from December 2019 to November 2023 and which is a follow-up of previous ICP projects in that region. The Ugandan ICP project is located in the Central region of the country and builds on experience of previous ICP funded projects in the country. The contractual runtime of the project is October 2019 to September 2023.
Additionally, International Coffee Partners implements projects in Southern Sumatra, Honduras and Brazil. The respective project managers should be consulted as part of the assignment.

To revise the M&E framework for all three East African countries, the consultant is expected to:

- Visit each of the three East African projects of International Coffee Partners.
- Communicate with staff from HRNS HQ (M&E coordinator, HRNS management).
- Communicate with key staff members from all ICP projects (M&E coordinator, country management).
- Communicate with key representatives from the eight ICP shareholding companies.
- Provide one training for key staff members of the three East African countries in a central location.
- Offer backstopping services and advice for a period of at least six months after the staff training.

The consultant is free to suggest suitable methods and a detailed workplan as part of the proposal document.

To conduct the baseline & endline study for the CAFE2 project, the consultant is expected to:

- Develop a survey instrument, based on the result framework as communicated to the project donors and the management information needs.
- Conduct a baseline household survey on a random selection of project beneficiaries. The baseline survey should contain 200 participants.
- Compose a baseline document summarizing the key findings and recommendations for the project as well as establishing the formal baseline values for the project indicators.
- Conduct an endline assessment interviewing a random sample of project participants with the same sample size as on the baseline survey.
- Conduct any additional qualitative data collection to demonstrate why change in core variables has happened.
- Compose an endline document which demonstrates whether the project has reached its set objectives, what are the key learnings from the intervention and what are the recommendations of the evaluators for the future.

Further considerations:
- The project team will provide a register of project participants already identified as a basis for random sampling.
- There is the possibility to use SurveyCTO or COMMERCIAL for electronic data collection.
- The consultant is expected to organize the field work, including the choice of enumerators, supervision of field work and related logistics. The project will assist with guiding the consultant in the project communities.
5. Deliverables and Timetable

The following table summarizes the key milestones of the assignment on the revision of the M&E system together with the associated deadline:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Deadline</th>
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</thead>
<tbody>
<tr>
<td>Inception Report for the assignment</td>
<td>27.3.2020</td>
</tr>
<tr>
<td>Fact-finding report after visiting the three East African projects</td>
<td>15.5.2020</td>
</tr>
<tr>
<td>New Proposed KPI framework</td>
<td>31.5.2020</td>
</tr>
<tr>
<td>M&amp;E Plan for the three East African Projects</td>
<td>15.7.2020</td>
</tr>
<tr>
<td>Training Materials and Training Report</td>
<td>31.7.2020</td>
</tr>
<tr>
<td>Final Report</td>
<td>30.8.2020</td>
</tr>
</tbody>
</table>

Additionally, the following milestones relate to the baseline endline comparison of the CAFE2 project:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft Baseline document and clean dataset handed over to HRNS</td>
<td>31.7.2020</td>
</tr>
<tr>
<td>Baseline document finalized based on feedback from HRNS staff</td>
<td>30.8.2020</td>
</tr>
<tr>
<td>Draft Endline document and clean dataset handed over to HRNS</td>
<td>31.7.2023</td>
</tr>
<tr>
<td>Endline document finalized based on feedback from HRNS staff</td>
<td>30.8.2023</td>
</tr>
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Please find below a description of the different deliverables.

Inception Report for the assignment

The inception report is based on a desk study and initial conversation with key HRNS staff in Headquarters and project regions as well as with shareholder representatives. It contains a detailed workplan for the whole assignment and draft templates for the further deliverables (KPI framework, M&E Plan). The report shall also contain a list of implementers or interventions which can be used as benchmarks for ICP projects. The report should also contain an assessment strategy for the baseline, based on the already existing project result framework of CAFE2.

The inception report shall be presented to and approved by the ICP M&E working group in which HRNS staff and shareholders are represented.

Fact-finding report after visiting the three East African projects

After each of the three project sides have been visited, findings from the visits relating to the objectives of the assignment shall be summarized in a fact-finding report. The report will be circulated within HRNS and discussed with the M&E Coordinator. It contains:

- A list of activities carried out in the project locations by the consultant.
- Main findings and learnings per country, relevant to the objectives of the assignment.
- An analysis of the management information needs in each country.
- Changes to the workplan communicated in the inception report if necessary.
KPI framework

A list of Key Performance Indicators with description sheet and suggestions on how to assess them in the three projects. KPIs need to be defined alongside the ICP Theory of Change and allow different management levels to assess whether the project is on track in carrying out activities, whether aspired results are reached and whether the interventions are contributing to improved livelihoods. KPIs should allow ICP to benchmark its results to similar projects by other implementers.

The KPI framework should be developed in an iterative manner exchanging with the M&E coordinator and the M&E primary contact person in each country. The final draft shall be presented to the ICP M&E working group. The final version needs to be approved by the ICP M&E working group.

M&E Plan for the three East African Projects

Based on the approved KPI framework the consultant in discussion with the M&E manager and the M&E primary contact person in each country defines an M&E plan for each project which allows for monitoring of the KPIs, taking into consideration the options of control groups and formal attribution OR contribution analysis only.

The final draft shall be presented to the ICP M&E working group in a workshop in a central location in Europe. The ICP M&E working group must approve the final version and define which of the suggested scenarios should be pursued in the three ICP projects.

Training Materials and Training Report

Based on the M&E plan and the decision on the scenario to pursue, the consultant shall prepare and conduct a training event in which key M&E staff of the three projects is trained in a central location. The training materials (training outline, manual, report, etc.) are part of the deliverables.

The training shall be summarized in a brief training report which contains an evaluation of the training.

Final Report

The final report contains the compilation of all previous materials as a package, including an executive summary and a summary of important learnings and recommendations for the future.

Baseline Report

The results of the baseline survey of the CAFE2 project shall be summarised in a report in English language of not more than 40 pages. The document shall at least contain:

- An executive summary.
- Introduction to the project.
- Baseline results, including a table with baseline values to all relevant outcome and output indicators.
- Analysis and discussion of baseline results.
- Findings and recommendations to the project.
The dataset used for analysis should also be handed over to HRNS to be able to replicate the analysis.

**Endline Report**

Similar to the baseline report, the endline report of the CAFE2 project should be in English pages on not more than 40 pages. The document should contain:

- An executive summary.
- Introduction to the project.
- Endline results, including a table with endline values to all relevant outcome and output indicators
- Analysis and discussion of baseline results.
- Findings and recommendations to the project and to ICP for future projects.

The survey dataset and any data from additional data collection activities shall also be handed over to HRNS.

Final revisions should be done by the consultants based on comments by HRNS. The final report should be presented in a webinar and in person to project staff members.

**6. Budget and Application guidelines**

The assignment has an overall value of 76,000 EUR (net). The budget includes all travel costs by the consultants and a retainer for a support period of six months after the acceptance of the final report. HRNS shall assist with in-country logistics on potential field visits and meeting locations. Costs of project staff to participate in trainings are not part of the budget.

Interested parties should send a technical and a financial proposal. The proposal should include a proposed budget breakdown, including the assumed person-days per activity package.

The application deadline is 6.3.2020. The selection process will be finalized until latest 17.3.2020.

**7. Expected Qualifications**

The consultant is expected to have the following qualifications:

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.
- The Team leader has conducted at least five evaluations in the last five years 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.
- Demonstrated experience in project cycle management and with quality management systems.

8. 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

9. Annexes:

- HRNS Theory of Change