



End of Project Evaluation for the Export Capabilities Project in Rwanda and Burundi.

Twin is a non-profit organisation which owns a trading company. This structure allows us to combine trade, marketing, program and advocacy to build market systems that create better livelihoods for farming groups growing coffee, cocoa and nuts. Our role is to connect actors along the value chain, and facilitate meaningful, global partnerships between buyers, donors and farmer cooperatives; with a shared vision of using trade to enable sustainable and vibrant farming communities to develop and prosper.

Twin is currently winding down the implementation of a two year project funded by Trade Mark East Africa (TMEA) aimed at strengthening the export capabilities in Rwanda and Burundi for which we would like to conduct an external evaluation.

1. Project Background

- Coffee accounts for about 10% of GDP and contributes as much as 70 % of the foreign exchange earnings in Ethiopia and Burundi with Uganda, Rwanda and Tanzania getting between 20%-36% making it the main foreign exchange earner for these countries. Of the more than 17 million 60kg bags produced annually in Africa, less than 10% originates from estates and the rest is grown by smallholders¹.
- In as much as the East African market has experienced an overall increase in coffee prices, Burundian coffee continues to receive a lower price - than the international reference price, despite its good quality. Rwandan coffee on the other hand is fetching better prices than Burundian coffee, but most cooperatives do not have direct access to the specialty market which would enable them get higher prices and increase returns for the smallholder farmers they represent.
- Additionally, within each of the landlocked country (Rwanda, Burundi and Uganda) there are similar challenges relating to the burdensome export processes for coffee. In Burundi it takes 6 different pieces of paper and 5 days to get the export documentation for export. In Rwanda, it takes between 2 and 5 days for this, going from a number of different ministries and offices; and in Uganda processes take 3 days. Long and tedious export documentary processes lead to delays in exporting, and can affect the quality of the beans, thus impacting on competitiveness.
- It is upon this backdrop that Trade Mark East Africa funded Twin to implement a two year project to increase the export capabilities for twenty (20) cooperatives in Rwanda and Burundi. The overall aim is to improve export capabilities of the regional coffee market system, so that the sector is more inclusive and delivers better revenues for farmers from increased exports, thus impacting on poverty outcomes within the region.

¹USAID Compete, September 2010

2. Project Summary

Project Name	Export Capability Programme
Project Outcome	To strengthen export capabilities for smallholder coffee farmers
Project Outputs	<ol style="list-style-type: none"> 1. CWS standards developed and implemented in 20 cooperatives within Burundi and Rwanda leading to direct market linkages to speciality markets. 2. Export Processes streamlined for coffee within Uganda, Rwanda and Burundi 3. Increasing the number of certified auditors in Uganda, Rwanda and Burundi.
Project Targets	<ul style="list-style-type: none"> - Increase the export revenue and volumes for 20 cooperatives by 25% and 20% respectively. - 10% increase in coffee volumes exported from 10 Rwandan cooperatives at a NY+ 100 price premium per cooperative - 20% increase in coffee volumes exported from 10 Burundian cooperatives at a NY +35 price premium per cooperative - 20% increase in price paid to farmers by the 20 cooperatives - 20 cooperatives obtain 1 additional certification, export coffee and 1 new buyer reached per cooperative - 4 cooperatives collecting, processing and selling women's coffee - Reduce the time taken to process coffee export documents in Rwanda, Burundi and Uganda - Certify a total of 18 lead auditors from Rwanda, Burundi and Uganda
Project Period	February 2016 - April 2018
Beneficiaries	<p>10 Rwandan Cooperatives: Cocagi, Koakaka, Buhanga Coffee, Kigembe Coffee, Shyoli Coffee, Kopakaki, Cocamu, Twongere Kawa Coko, Abakundakawa, Kopakama.</p> <p>10 Burundian Cooperatives: Ubwizabwikawa, Yagikawa, Scert Kiyago, Dusangirijambo, TweseTwoterimberere, Kanovera, Ruziba-Nyamakarabo, Umucozikawa.</p> <p>Umbrella bodies: COCOCA (Burundi), Rwashosco and Misozi (Rwanda)</p>

3. Purpose of Evaluation

Project implementation begun in February 2016 and will be completed by April 2018. The overall objective of the project evaluation is to assess the extent to which the project has achieved the objectives set out at inception stage and document any learning which would inform future project design. This evaluation will focus on the entire implementation period and is therefore scheduled to begin in May 2018.

4. Scope of the evaluation

This evaluation will be conducted in accordance with the OCED/DAC guidelines and will be required to answer the following questions:



a. Relevance:

- Were the project interventions aligned with the needs of the cooperatives and their associated umbrella bodies?
- Was the project consistent with Twin, TMEA's and its development partners' corporate policies?
- Was the project consistent and complementary with activities supported by other program in Twin, TMEA and/or by other donor organizations?

b. Effectiveness:

- To what extent were the objectives achieved? To what extent did the outputs contribute to the stated higher objectives of the project?
- What were the factors influenced the achievement and non-achievement of the objectives?
- In cases where risks were identified, how were they managed? When risks occurred was the response effective and timely?

c. Efficiency

- Was the project good Value for Money based on a thorough Return on Investment and Cost Benefit Analysis?
- Could the management of the project have been done differently to increase efficiency based on existing best practices?

d. Impact:

- What is the impact (or likely impact) (intended and unintended, positive and negative) of the project?
- To what extent can identified changes at the outcome and impact level be attributed to the projects? What would have occurred without the project?
- What lessons can we learn from the project about failures and successes at the outcome and impact level?

e. Sustainability:

- What benefits (both social and financial) are likely to be sustainable and would continue with or without Twin/TMEA (technical support and funding)?
- What mechanisms have been put in place to ensure sustainability of the project?

5. Methodology

Twin seeks the most robust evaluation design and methodological approach that is appropriate for the scope of the program, resources, and audience. The consultant is expected to use scientific and technically sound methods of collection and analysis data. A mixed methods approach is preferred in this evaluation to appropriately assess the processes and impact of interventions. The consultant will treat the evaluation questions as a hypothesis



and use scientific methods to verify them. In addition, a detailed analysis of efficiency (value for money, cost benefit analysis, return on investments) is expected.

The evaluation team is required to justify the evaluation approach they intend to use in the technical proposal as well as give details on the **sampling methodology** that will be used. They will also be expected to conduct field visits to a sample of cooperatives in both countries (Rwanda and Burundi) in addition to engaging various government and private sector actors. These include (but are not limited to), National Coffee Boards, Agricultural Export Bodies and private sector actors engaged in the coffee business. The evaluation team should also provide a minimum of 4 case studies showcasing both project successes and conveying lessons learned in order to inform future project design and implementation.

6. Expected Deliverables

The required outputs of this consultancy will be as follows:

- a. An inception report for the evaluation (maximum 15 pages excluding annexes) outlining the approach/methodology and work plan. This report shall be submitted for review and approval by Twin & TMEA within (two weeks) after the signing the contract before commencement of the work. The detailed inception report should comprehensively demonstrate the technical approach (and data collection tools in the annex) that will effectively and efficiently address the evaluation questions within the consultancy timeframe.
- b. 1st draft evaluation report presented to Twin and TMEA for their review and comments;
- c. A revised 2nd evaluation report presented a week after receipt of comments. The consultant will be required to make a presentation to the steering committee, selected staff and stakeholders) in person in Kigali and virtually to TMEA staff in Nairobi.
- d. A final draft evaluation report that will be presented for approval and adoption to be received a week after receipt of comments.
- e. Full set of data collected (both raw and cleaned).
- f. Any field photographs of the project sites and primary beneficiaries (including selected stakeholder meetings) and audio recordings of the interviews will be collected.
- g. The evaluation report shall be written in English, be of no more than 35 pages in length (excluding annexes), the report should consist of a concise executive summary of no more than 3 pages of the report (including the summary evaluation scores for each of the 5 criteria as mentioned in the methodology section). The report should use numbered paragraphs. Structured sections in the report will include a brief of the evaluation process, methodology and approach; findings, recommendations on; 1) relevance, 2) effectiveness, 3) efficiency, 4) impact 5) Sustainability 6) challenges, 7) lessons learnt and 8) recommendations and conclusion.



Annexes will include 4 cases studies; and other detailed information collected during field visits (focus discussion reports, summaries of interview sheets, summaries of responses to questionnaires), also list of projects reviewed, Stakeholders interviewed, the evaluation matrix etc.

7. Schedule of Deliverables

Proposed Timeline	Deliverables
	Contract signed
10 working days after signing the contract	Inception report
No later than 25 working days after receipt of Steering Committee comments on the inception report	First draft project evaluation report
5 working days after receipt of Steering Committee comments on the 1 st draft evaluation report	Second draft project evaluation report
5 working days after receipt of Steering Committee comments on the 2 nd draft evaluation report	Revised 2 nd draft of project evaluation report
5 working days after receipt of Steering Committee comments on the 3 rd draft evaluation report	Final project evaluation reports

- It is expected that the final Evaluation report incorporating all stakeholder's comments should be submitted no later than 23rd July, 2018.

8. Required Expertise

The evaluation team should include members with an appropriate balance of expertise in evaluation methodologies, relevant technical expertise and practical experience. The Evaluation team should combine the following expertise and experience:

- The Evaluation team leader is expected to be an evaluation professional with at least 10 years of experience leading and managing evaluation assignments of similar nature in developing countries.
- The evaluation team should have a minimum of two experts (an evaluation expert and a technical expert in the agricultural sector).
- At least one member of the team should have strong experience in monitoring and evaluation of programs associated with trade, agriculture, and coffee value chains in developing countries.



- Education qualification of at least a Master's Degree (Team Leader) and Bachelor's Degree (Team members) in Development Studies, Economics, business development, or relevant Social Sciences;
- Experience of designing and undertaking evaluations of multi-component development programs, using mixed methods approaches that meet recognized standards for credibility and rigor;
- Demonstrated experience of using evaluations as a tool for lesson-learning both during program implementation and beyond;
- Demonstrated experience in working on similar assignments involving public, private sector development and market systems;
- Strong stakeholders' management skills and ability to work flexibly with donors, partners, private sector entities; as well as demonstrated ability to manage sensitive relationships tactfully and productively;

9. The technical bid/proposal

The consultant should produce a high quality technical proposal for conducting summative evaluation based on this Terms of Reference and accompanying project documents in the annex. The proposal should include:

- A high-level plan for the evaluation, including:
 - 1) Proposed methodology including sampling methodology
 - 2) High-level work plan including key milestones
 - 3) Allocation of Human resources (including time allocation) to the schedule of deliverables
 - 4) Proposed budget and payment schedule **NOTE:** The financial proposal should be sent as a separate file from the Technical proposal
- At least three examples of final reports from similar assignments
- A minimum of three references from recent clients- similar assignments (contact details only)
- CVs (with referees) of the entire proposed evaluation team
- Any other applicable supporting documents

10. How to apply

Interested consultancy firms or independent consultant(s) can apply. The application should be accompanied by:

- Technical proposal not exceeding 5 pages including a summarized firm profile, CVs of the lead and associate consultants in the annex.
- Financial proposal.

Applications should be submitted to jobs@twin.org.uk by the 22nd of April, 2018. Applications will be reviewed on a rolling basis.



Annexes:

- Annex 1: List of documents to be reviewed;

DOCUMENT	DETAILS
Project Appraisal Documents	Project proposal and approved budget
Baseline report	Report of the baseline study conducted at the beginning of the project.
Project Monitoring Plan	PMP describing the indicators, assumptions, baseline and targets at output and outcome levels. (With quarterly data)
Results Framework	Agreed results framework for the project
Implementation reports	Reports and tools used in implementing the project activities and data collected from the cooperatives
Quarterly reports	Quarterly reports submitted
Steering Committee meeting	Minutes of the quarterly steering committee meetings held
Project budget for extension and Gantt Chart	The revised budget allocations and Gantt Chart for the project extension
Signed MOUs with partners	MOUs and agreements signed with project grantees.



- Annex 2: Project results framework

REGIONAL COFFEE PROJECT OUTCOME	EXPECTED RESULTS	INDICATORS	INDICATOR DEFINITIONS	Project Targets
OUTCOME	Strengthened export capabilities in coffee	Percentage change in export volumes (Green Kgs)	Total percentage change in volumes exported by the 20 producer organisations	20% increase
		Percentage change in export revenue (USD)	Total percentage change in export revenue for the 20 POs	25% increase
OUTPUT 1	CWS standards developed and implemented in 20 Producer Organisations within Burundi and Rwanda leading to direct market linkages to specialty markets	Percentage change in volume of Burundian coffee sold at NY +35	Volume of coffee exported which received a price of NY+ 35 as a percentage of the total volume of coffee exported by the 10 Burundian POs. The target is to increase this ratio by 10% at each producer organisation	10% increase per PO
		Percentage change in volume of Rwandan Coffee sold at NY +100	Volume of coffee exported which received a price of NY+ 100 as a percentage of the total volume of coffee exported by the 10 Rwandan POs. The target is to increase this ratio by 20% at each producer organisation	20% increase per PO
		Percentage change in the price paid to farmers by Producer Organisations	Total percentage change in price paid to farmers by Producer Organisations (\$/Kg)	20%
		Number of new markets reached (including volume and value of the new markets)	The number of new markets reached per producer organisation. Also specify the Volumes and the value of business with the new buyers	20 new buyers (1 per Producer Organisation)
		No. of Producer Organisations exporting coffee	The number of producer organisations which export coffee.	20 POs
		No. of Producer Organisations which attain additional certification	The number of producer organisations which attain an additional certification	20 POs
		No. of Producer Organisations collecting and processing coffee sold by women	The number of Pos that are collecting and processing coffee delivered by women separately	4 Producer Organisations



REGIONAL COFFEE PROJECT OUTCOME	EXPECTED RESULTS	INDICATORS	INDICATOR DEFINITIONS	Project Targets
Activities	1.1 Learn and adopt good practices in CWS at regional level as per respective countries (Rwanda and Burundi) coffee industry context (size of cooperatives, type of machine and infrastructure available).	No. of Producer Organisations adopting the recommended good practices at washing stations	The number of producer organisations which are adopting the recommended best practices	20 POs
	1.2 Validation workshop on good practices in CWS	Workshop organised to validate conclusions of regional CWS best practice report	Evidence that a workshop was held to validate the conclusions of the regional CWS best practice report	1 Workshop, 20 Producer Organisation Partners, representation from coffee authorities from both Rwanda and Burundi
	1.3 Assessments on and infrastructure development for 20 Producer Organisations in accordance to certification standards	Number of assessments conducted	Number of assessments conducted in order to evaluate the current infrastructure at POs in accordance with certification standards	20
		Number of Producer organisations whose CWS infrastructure is developed in compliance with certifications standards	The number of producer organisations whose infrastructure is developed in compliance with certifications standards	20 POs
	1.4 Training of 20 Producer organisation staff and farmers on good practices	Number of Producer Organisation staff trained in good CWS practices	The number of producer organisation staff who receive training on good CWS practices disaggregated by gender.	120 staff (10% women)
		Number of farmers being trained in good CWS practices	The number of farmers who are trained in good CWS practices disaggregated by gender	500 farmers (20% female farmers)
	1.5 International certification of 20 Producer Organisations	No. of Producer Organisations which receive support to attain an additional certification	The number of producer organisations which receive support to attain an additional certification	20 POs



REGIONAL COFFEE PROJECT OUTCOME	EXPECTED RESULTS	INDICATORS	INDICATOR DEFINITIONS	Project Targets
	1.6 Develop and implement a market strategy for 20 Producer Organisations	Marketing strategy developed	Evidence of the marketing strategy developed for the 20 POs	Marketing strategy for all 20 POs
		Extent to which the marketing strategy is implemented	The degree to which the marketing strategy was implemented	100% by end of year 2
	1.7 Develop and implement a programme for female traceability of coffee in 4 Producer Organisations	Female traceability programme developed	Evidence of the female traceability programme is developed	Female traceability programme for 4 POs
		Extent to which the female traceability programme is implemented	The degree to which the female traceability programme is implemented	100% by end of year 2
	1.8 Develop cupping labs and train cuppers onsite for 10 Producer Organisations	No. of cupping labs established	The total number of cupping labs established	10 cupping labs
		No. of PO staff trained in cupping	The number of producer organisation staff who receive training in cupping (disaggregate according to gender)	10 PO staff
	1.9 Collect and disseminate evidence around best processing practices and the reward of quality	No. of POs scoring above 85 points	The number of producer organisations whose coffee attains a cupping score greater than 85 points	10 additional Producer Organisations
		Workshop organised to disseminate quality scores	Evidence of a workshop organised to disseminate quality scores	1 Workshop
	1.10 Adopt Lean Methodology in 4 Producer Organisations	Extent to which lean processing recommendations are implemented at 4 Producer Organisations	The extent to which the recommendations from the lean processing assessments are implemented at 4 Producer organisations	100% implemented
	Project Output 2	Export Processes streamlined for coffee within Uganda, Rwanda and Burundi	Time taken by Producer Organisations to process coffee export documents	The amount of time taken to process coffee export documents
Activities	2.1 Research on export processes in region	Research completed on 5 countries export processes	Evidence that research on export processes in the 5 countries has been conducted	1 research report
	2.2 Symposium on harmonizing export processes within the region	Symposium organised to discuss ways to harmonise and streamline export	Evidence that a Symposium was held to discuss ways to harmonise and streamline export processes across Rwanda, Burundi and Uganda	1 symposium



REGIONAL COFFEE PROJECT OUTCOME	EXPECTED RESULTS	INDICATORS	INDICATOR DEFINITIONS	Project Targets
		processes across Rwanda, Burundi and Uganda		
	2.3 Other interventions developed to support these processes developed on a country level	Number of intervention in Rwanda to address gaps	The number of interventions in Rwanda to address any bottlenecks in the export process	2 Interventions
Project Output 3	Increasing the number of certified auditors in Uganda, Rwanda and Burundi	No. of Auditors certified	The number of newly certified auditors	18 in process of being certified "Lead Auditors"
Activities	3.1 Initial mapping to determine potential trainees in each of the landlocked countries	Report from mapping exercise	Evidence that a mapping exercise was conducted	1 report
	3.2 Train 6 trainees per country in a minimum of 2 international certifications	No. of people trained in a minimum of 2 international certifications (gender disaggregated)	The number of people trained in a minimum of 2 international certifications (gender disaggregated)	18 Trainees per certification
	3.3 Provide support to the required level of fieldwork so each of the trainees becomes certified	No. of trainees supported to do field work in order to attain certification	The number of trainees supported by the project to do the field work required in order to attain certification	18 Trainees per certification



Annex 3: Evaluation criteria

	Criteria	Points
A. Qualification and Competence of Consultants		
1	Professional experience/expertise of the firm in relevant technical field	10
2	Qualification of the consultants	5
3	Evidence of meeting specific requirements in the TOR	10
B. Technical Approach		
1.	Adequacy of understanding of and own interpretation of assignment objectives	15
2	Adequacy of proposed methodology to address the objectives of the assignment (data collection, sampling, analysis, validation)	15
3	Adequacy of the proposed work plan of the assignment (logic, sequencing, interrelation of activities and realistic work plan)	10
C. Financial Proposal		
1.	Financial proposal	15
	Total	80