



# TERMS OF REFERENCE FOR END OF PROJECT EVALUATION

## 1. BACKGROUND

Poverty in Sierra Leone is concentrated in rural areas, and subsistence agriculture forms the livelihood base of 90% of the ~23,500 Forest Edge Community (FEC) inhabitants in the Gola Rainforest National Park (GRNP) (Comic Relief proposal, 2015, internal document). Approximately 75% traditionally grow cocoa, but lack of access to extension services, inputs and routes to market has led to the abandonment of 50-60% of these farms due to low yields and incomes (Comic Relief proposal, 2015, internal document).

Farmers instead focus their efforts on slash and burn agriculture, driving deforestation. Women's role in agriculture is restricted to tending intercrops and backyard gardens while men typically control the production and sale of cash crops. The low level of organisation in FECs prevents farmers from building the social capital required to overcome these challenges. The two districts where the project is based were the poorest before the outbreak of Ebola, and the worst affected by food crisis.

It is upon this backdrop that Comic Relief awarded Twin a grant to implement a 3-year project, through which smallholder cocoa farmers living in communities bordering the Gola Rainforest National Park have been supported to come together in democratic farmer associations to jointly market their cocoa.

The Gola Rainforest cocoa farmers are now organised into three Farmers Associations (FAs) - Gaura Cocoa Farmers Association (GACFA), Malema Cocoa Farmers Association (MACFA) and Tunkia/Koya Cocoa Farmers Association (TUNKOCFA). These are separate organisations, but come together as the umbrella Producer Organisation 'Goleagorbu', meaning 'we who live in the forest' in local language Mende. Goleagorbu is comprised of 1,766 cocoa farmers across the three FAs (including 401 or 23% women).

## 2. PROJECT SUMMARY

Project Name	Securing forest community livelihoods through sustainable smallholder cocoa development
Project Aim	To address the low level of organisation of farmers in Forest Edge Communities (FECs) of the Gola Rainforest National Park and the lack of access to extension services, inputs and international markets.
Project Outcomes	The intended outcomes at the end of the three-year project are as follows: <ol style="list-style-type: none"><li>1. Cocoa farmers in target FECs have formed a democratic, gender-inclusive PO with strong foundations for good business, social and environmental performance</li></ol>



	<p>2. Farmers have higher cocoa yields as a result of adopting sustainable, 'forest-friendly' agricultural practices</p> <p>3. Farmers have access to international cocoa markets through establishment of a traceable, high-quality Gola cocoa bean 'brand'</p> <p>4. PO farmer incomes have increased as a result of membership of strong PO and adoption of sustainable agricultural practices</p> <p>5. Local partners GRC and Jula have increased organisational capacity to provide effective agricultural and value chain services to the new Gola cocoa producer organisation</p>
Project Timeline	September 2015 – August 2018
Beneficiaries	<p>1,766 cocoa farmers (1,365 men and 401 women) who are inhabitants of 102 Gola Forest Edge Communities (FECs)</p> <p>12 frontline workers: 7 Cocoa Officers (all male), 1 Cocoa Supervisor (female), 1 Cocoa Superintendent and MEL Coordinator (male), 1 Business &amp; Quality manager (male), 1 Logistics &amp; Certification Supervisor (male), 1 Warehouse keeper (male)</p>

Twin's work with the Producer Organisations consists of a combination of interventions in the following pillars<sup>1</sup>: Gender Justice, Market Access, Business Basics, Governance, Quality and Sustainable Agriculture. Using Twin's development framework, we are able to identify each Producer Organisation's strengths and weaknesses, and therefore determine the combination of support areas for each PO.

### 3. DESCRIPTION OF ASSIGNMENT

The purpose of this evaluation is to assess the progress and achievements of the three-year project against the baseline and to provide both the relevant stakeholders with valuable insight that will inform future project design and implementation.

The learning questions identified are directly linked to the outcomes (listed in table above, and below) and KPIs that we are measuring as part of our MEL strategy. The consultant will therefore be expected to gather evidence to support their responses to the following;

- 1. Identify key project successes, challenges, learnings and unintended outcomes. Assess the sustainability of the project interventions in the supported communities? Furthermore, outline any recommendations for future project implementation?**

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<sup>1</sup> A detailed description of each pillar of work is outlined in Twin's Theory of Change.



2. To what extent can the adoption of sustainable cocoa farming practices by farmers reduce deforestation in the project supported communities? Document any evidence found to demonstrate that deforestation in these communities has reduced?
3. To what extent has creating farmer associations led to a change in incomes and livelihoods for cocoa farmers in FECs? To what degree can we attribute changes in farmers' incomes and livelihoods to membership in farmer associations?
4. To what extent is the business model created during this project self-sustaining? What mechanisms have been established in order to make this model work beyond the project's life time? If gaps exist, recommend initiatives that will ensure the viability of this model?
5. Is there space in the UK market for marketing and communicating a rainforest-friendly/ bird-friendly cocoa brand to potential consumers? Is there potential growth in market demand for this brand from both cocoa traders/buyers and their consumers?
6. To what degree was the project Value-for-money? Was the project delivered using cost effective means in comparison to similar projects?
7. Assess the ways in which Comic Relief's grant making processes and policies contributed towards/hindered this project's implementation/ objectives.

The consultant(s) will also be expected to verify the data collected during the project tenure and make recommendations to enable the partners improve their MEL systems. Additionally, Twin expects that a combination of qualitative and quantitative research methods will be used and all key project stakeholders, including Comic Relief will be consulted during this assignment.

The local language is Mende; please take this into account in both the financial and technical proposal.

The assignment needs to be completed by **17<sup>th</sup> March 2019**.

#### **4. DELIVERABLES**

- An agreed methodology framework to carry out the evaluation (agreed with Twin, GRC, RSPB)
- Draft Report
- Presentation of Evaluation findings
- Final Evaluation Report including comments

The report should be clear and simply written. The main body of the report should not exceed 30 pages. Background information should only be included when it is directly relevant to the report's analysis and conclusions. The authors should support their analysis with relevant data and state their sources in the annex. In addition to the evaluation report, the consultants will be expected to summarise all the key findings in power point



presentation and a two-page executive summary which will be shared with key stakeholders.

## 5. SKILLS AND COMPETENCIES

- Demonstrable experience working with/evaluating NGO work, particularly those working with cooperatives.
- Demonstrable experience working in the cocoa sector, particularly in West Africa.
- Experience in managing and coordinating evaluations, delivering agreed outputs on time and on budget.
- Ability to write high quality, clear, concise reports in English.

## 6. HOW TO APPLY

Interested consultancy firms or independent consultant(s) should send their applications to [jobs@twin.org.uk](mailto:jobs@twin.org.uk). We invite applications from consultants or consultancies based in any country.

The application should be accompanied by the following:

- Technical proposal not exceeding 10 pages, including a summarised firm profile, CVs of the lead and associate consultants
- Financial proposal. The financial proposal should not exceed £10,000 (GBP).

The deadline for proposals is **9am on Monday 7<sup>th</sup> January 2019**.