



TERMS OF REFERENCE FOR END OF PROJECT EVALUATION

1. BACKGROUND

Arabica coffee farmers in the highlands of Africa have been living in long-term poverty due to several factors. The volatility of coffee prices over the past decades has hindered adequate investment in productivity and processing. Unsustainable farming practices and climate change threaten to further exacerbate challenges of yield and quality. Insufficient access to extension services and affordable finance (both at the individual farmer and cooperative level) has also hampered development.

Through 35 years of partnerships with smallholder farmer organisations Twin has demonstrated that escaping from this commodity trap is possible if farmers realise the full potential of their coffee as a certified specialty product, strategically placed in international markets. Tackling quality, productivity, price risk management and access to finance are all essential to enable producers to take advantage of this opportunity.

A key barrier to the sustainable improvement of the livelihoods of smallholder farmers is pervasive gender inequality, such that increases in household income do not necessarily translate into greater expenditure on school fees, healthcare or other family essentials. It is critical that gender equity is tackled at all levels to ensure that increases in producer income actually benefit the most vulnerable groups.

It is upon this backdrop that Comic Relief awarded Twin a grant to implement the *African Coffee Special Initiative*; a holistic 5-year project in four countries working with seven (7) producer organisations.

2. PROJECT SUMMARY

Project Name	African Coffee Special Initiative
Project Aim	The aim is to develop an alliance of organisations which produce high quality coffee placed in speciality markets.
Project Outcomes	<ul style="list-style-type: none">• Seven Producer Organisations(POs) improve their business, social and environmental performance and progress toward sustainability• Farmers' income has increased by the end of the project as a result of better performance by POs• Seven POs have increased access to international markets through the establishment of an African specialty coffee brand• Female farmer members of 7 POs have increased access to and control over income generated from coffee sales



	<ul style="list-style-type: none">• Female PO members are better represented in and have greater influence over decision-making in 7 POs• PO members have consistently higher yields as a result of adopting sustainable agricultural practices• At least one coffee retailer or brand has adopted a holistic model of development for POs in its value chain
Timeline	April 2014 – March 2019
Beneficiaries	The following Producer Organisations (POs) and their members are the project beneficiaries: <ul style="list-style-type: none">- Bukonzo Joint Cooperative Union, Bukonzo Organic, Mt Elgon Agroforestry Communities Cooperative in Uganda- Kopakama in Rwanda- Muungano & Kawa Maber in DRC- Mzuzu in Malawi

Twin's work with the producer organisations consists of a combination of interventions in the following pillars¹: Gender Justice, Market Access, Business, Governance, Quality and Sustainable Agriculture. Using Twin's development framework, we are able to identify each producer organisations' strengths and weaknesses and furthermore determine the combination of support areas for each producer organisation.

3. DESCRIPTION OF ASSIGNMENT

The purpose of this evaluation is to assess the progress towards achieving the project outcomes specified at the beginning of the project. Aside from updating the project results framework with progress on the KPIs against baseline, the evaluation will also assess key components of our theory of change, the extent to which this project has contributed towards the development of producer organisations and sustainability of the project interventions. Additionally, the consultant(s) will be expected to assess whether this project was value for money and assess the MEL systems for data collection, analysis and storage.

The findings and learning generated by the evaluation will be shared with all the project stakeholders and will be instrumental in helping Twin refine its Theory of change and the way that our projects are designed and implemented. Comic Relief is also into discussions about future project design. Furthermore, our funder Comic Relief would also like for the evaluation findings to feed into their grant management processes.

The learning questions outlined for this evaluation are;

Project Approach:

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



1. What combination of interventions is most effective at different stages of a producer organisation's development to improve social, environmental and business performance?
2. To what degree was Twin's approach to project delivery appropriate and effective in delivering the project outcomes? Identify gaps and provide recommendations for improvements in the delivery of Twin's six pillar approach?
3. Assess whether this project was value for money? Did the actual or expected results justify the costs incurred?

Project Results:

4. Identify the overall impact (or likely impact) (intended and unintended, positive and negative) of the project?
5. To what extent do smallholder farmers benefit from the improved capacity of POs and contribute to the further growth of producer organisations? What specific ways did smallholder farmers benefit from the growth of the supported producer organisations?
6. Aside from the social outcomes, assess to what extent gender interventions at producer organisations contribute to business performance, governance and productivity?
7. To what degree did Twin influence retailers and brands to invest in a holistic approach (economic, environmental and social) to the development of their coffee supply chains?

Sustainability:

8. How effective were the exit strategies and approaches to phase out project assistance provided by the project including contributing factors and constraints?
9. What benefits/outputs/outcomes are likely to be sustained without project support (financial and technical)? Make recommendations for future support in the future.

Grant Management:

10. How has Comic Relief's approach to grant management contributed to delivery of lasting change? Have Comic Relief's grant making policies, processes and organisational assets have helped or hindered the delivery of lasting change?

The consultant(s) will be expected to use a participatory methodology ensuring that all key stakeholders are involved and that all POs are visited during the evaluation.

The field-work part of the assignment needs to be completed by Monday, 22nd April 2019, with a draft report submitted by 10th May 2019.

4. DELIVERABLES

- 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. Evaluation findings will be shared with the project team initially, followed by a workshop with partners during the first week of June 2019 (to be held in East Africa).

5. SKILLS AND COMPETENCIES

- Demonstrable experience working with/evaluating NGO work particularly those working with cooperatives.
- Demonstrable experience working in the coffee sector particularly in East Africa.
- Experience in managing and coordinating evaluations, delivering agreed outputs on time and on budget.
- Good working knowledge of French and any of the local languages used in the region.
- 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. The application should be accompanied by the following:

- Technical proposal not exceeding 10 pages including a summarized firm profile, CVs of the lead and associate consultants.
- Financial proposal not exceeding 19,000 GBP including *all* costs of the evaluation (for example including all travel and participation in the meetings and workshop outlined above).

Consultants with a presence in East Africa are strongly encouraged to apply for this assignment. **The deadline for proposals is Friday, 15th March 2019 – however applications will be reviewed on a rolling basis, so we encourage you to apply as soon as possible.**