Terms of Reference – Irish Aid Projects – EOP 2012-2016

# Background

Self Help Africa (SHA) is an international non-government organisation working in Uganda since 1999, supporting smallholder farmers to make sustainable improvements to their livelihoods from both intensification and diversification of agriculture and greater integration into markets. SHA is currently operating in ten African countries namely: Kenya, Ethiopia, Eritrea, Uganda, Burkina Faso, Ghana, Togo, Benin, Malawi and Zambia with head offices in Ireland, UK and USA. The vision is An economically thriving and resilient rural Africa while our mission is to support sustainable livelihoods for smallholder farmers.

SHA primarily works with smallholder farmers, farmer associations, cooperatives and small and medium sized enterprises in the agribusiness sector to help them grow and sell more agricultural commodities, improve diets, diversify incomes and make their livelihoods more sustainable and resilient to external shocks. We also work to raise awareness of smallholder farmer issues and represent their interests at policy and institutional level. Our work impacted 1 .8 million people in Africa in 2014.

SHA Uganda is currently operational in 30 districts across the country reaching 81,000 farmers. Our work in Uganda focuses on improving production and returns from enterprises by enhancing the capacity of farmer-led organisations, increasing and diversifying household income from farm and non-farm enterprises; and increased linkages and access to markets and financial services. Self Help Africa in Uganda works with and through government, civil society organisations and emerging social enterprises and private sector.

Since the beginning of 2012 SHA Uganda has received a total of €915,970 in funding from Irish Aid, under the Irish Aid Programme Funding Grant 2012-2016 for the three projects. Irish Aid, the Irish Government’s overseas development programme, engages in partnerships with development NGOs in order to further its policy objectives reflected in Ireland’s Policy for International Development – One World, One Future, as well as the Irish Aid Civil Society Policy (2008). Programme Grants are provided to partner organisations who demonstrate a capacity to operate on a strategic and policy basis and implement programmes which clearly contribute to Irish Aid’s commitment to reducing poverty, hunger and the promotion of human rights, particularly in Sub-Saharan Africa.

The funding SHA has received from Irish Aid was used to implement three projects within the Uganda programme and covering five Districts, namely: Kayunga, Kumi, Bukedea, Ngora and Nwoya. The three projects contribute to a wider integrated programme in Uganda. The three projects include:

1. Seed Enterprise Development
2. Climate Adaptation through Beekeeping
3. Plant Clinics – Research and Advisory Service on Crop Pests and Disease

The overall goal of the wider integrated programme is to improve the livelihoods, food and nutrition security and income of poor households in Uganda, with a particular focus on women and vulnerable smallholder farmers. The integrated programme, focussing on increasing agricultural production and productivity, promoting improved nutrition and access to markets.

Seed Enterprise Development Project

The project aims to ensure that 1,320 smallholder farmers have access to good quality seed of superior varieties of maize, groundnuts and cassava in sufficient quantities, at the right time and at an affordable price.

This will be achieved through:

* Increased production, availability and accessibility of a wider range of quality seed varieties and planting materials;
* Development of viable farmers’ seed enterprises with functional links along seed value chains;
* Establishing Local Seed Businesses (LSBs) through the International Seed Sector Development (ISSD) approach; and
* Creating an enabling environment for integrated seed sector development through influencing sector policy and practice.

Climate Adaptation through Beekeeping Project

The overall objective is to reduce environmental degradation and increase food security for 4,500 smallholder farmer families in Kayunga, Kumi, Bukedea, Ngora and Nwoya by promoting beekeeping, small enterprise development and tree planting.

This will be achieved through:

* Increased beekeepers’ skill and knowledge to benefit from eco-friendly beekeeping;
* Increased beekeepers’ skill, knowledge and organisational capacity to support enterprise development;
* Good practices in beekeeping and eco-friendly value chains documented and disseminated; and
* Engagement of beekeepers with relevant authorities at local and national policy processes supported, to influence favourable policy environment for eco-friendly beekeeping.

Plant Clinics Project

Working in partnership with CABI and the Ministry of Agriculture, this project’s overall objective is to increase production and productivity among 15,000 smallholder farmers through enhanced knowledge of disease and pest control. Its specific objectives are to enhance the ability of farmers to detect crop pests and diseases; and to create a technical dialogue between farmers, extension workers and researchers.

This will be achieved through:

* Training agricultural extension workers and lead farmers from the target districts on cover crop and pest disease diagnosis, management and prevention;
* Delivering detailed diagnoses and recommendations to smallholder farmers;
* Equipping mobile plant clinics in the districts to act as drop-in information centres for smallholder farmers;
* Publicising plant clinics and information on crop pest and diseases into local languages and print posters, brochures and leaflets; and
* Linking plant clinics, extension officers and lead farmers with the Ministry of Agriculture, Animal Industry and Fisheries and research institutions.

# Purpose

The purpose of the evaluation is to assess the effectiveness, relevance, efficiency, sustainability, and impact of the project. The results of this evaluation will be used to generate information on best practice in engaging with government, developing farmer enterprises and supporting farmers in value chains. The findings and learning will provide insight and recommendations into future integrated programming across SHA programme countries. Learning will be shared with partners, government, and donors to continue to strengthen interventions and sustainability of activities initiated.

# Scope of the Review

The evaluation will assess the relevance, effectiveness, efficiency, sustainability and impactof the three projects following five years of implementation (2012-2016), and programme expenditure of €915,970.

The evaluation will cover the entire duration of the projects and will assess project outcomes at all levels: smallholder farmer households; farmer-led organisations; seed enterprises; plant clinics; extension services; and Ministry of Agriculture, Animal Industry and Fisheries stakeholders.

The evaluation will cover all areas of implementation, including activities delivered by Self Help Africa as well as all local partners. The evaluation will assess the impact of the project on targeted beneficiaries, including primary beneficiaries (smallholder farmers) and secondary beneficiaries (community members, value chain actors, and other stakeholders).

The review will have a particular focus on the effectiveness and delivery of development results, impact and overall sustainability of the action. Additionally, the assessment will test the relevance and effectiveness of the plant clinics component with respect to integration within government systems.

The overall objectives of the evaluation are:

* To evaluate the three projects in their entirety in terms of effectiveness, relevance, efficiency, sustainability, and impact, with a strong focus on assessing the results at the outcome and project goals levels;
* To generate key lessons and identify promising practices for learning;
* To identify areas for continued advocacy and intervention at the district and national level, for plant clinics; and
* To evaluate the effectiveness of SHA Uganda’s integrated programme approach.

A set of Key Evaluation Questions have been identified and are presented in the table below.

# Evaluation Questions

The key questions needed to be answered by this evaluation are in the table below, divided into the five evaluation criteria.

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| --- | --- |
| Evaluation Criteria | Key Evaluation Questions |
| Relevance | 1. To what extent were the project’s approach and activities implemented relevant (to national and SHA policy and strategy) in responding to the needs of smallholder farmers? 2. To what extent do achieved results continue to be relevant to the needs of smallholder farmers? |
| Effectiveness | 1. To what extent were the intended goals, outcomes and outputs achieved and how? 2. To what extent did the projects target able poor smallholder farmers as beneficiaries? 3. What are the key positive and negative intended and unintended changes in the lives of smallholder farmers reached? Please describe those changes. 4. What internal and external factors contributed to the achievement and/or failure of the intended goals, outcomes and outputs? To what extent can achievements be attributed to Self Help Africa’s interventions? 5. How effective were SHA’s efforts to mainstream gender and integrate nutrition within the three projects? 6. How effective were SHA in supporting the capacity development of implementing partners? |
| Efficiency | 1. How efficiently and timely have the projects been implemented and managed in accordance with the Project Documents? 2. Were resources (financial, human, etc.) and other inputs used efficiently to achieve outcomes? 3. Comparing the projects’ components, to what extent are they cost-effectiveness (value-for-money)? 4. The projects were implemented by different partners in each location. Overall how well did this chosen implementation modality work? |
| Sustainability | 1. To what extent are the outcomes and impacts of the projects likely to continue beyond the funding period? Please consider financial and economic sustainability; technical and social sustainability and institutional sustainability. 2. To what extent has our mainstreaming of gender led to the sustainable inclusion and empowerment of women within farmer-led organisations and households? |
| Impact | 1. What are the intended and unintended (positive and negative) impacts of the projects on the beneficiaries? 2. What were the critical success factors? |

# Methodology

Consultants applying for this tender are asked to propose a methodology for this evaluation as part of their proposal submission. The final, chosen, methodology will be agreed upon jointly between the successful consultant and SHA prior to work commencing.

# Expected Deliverables

The following are expected deliverables following completion of the evaluation:

* A draft evaluation report will be presented to the steering committee for review. The report will be structured around the five evaluation criteria and comprehensively answer all the Key Evaluation Questions and will make recommendations for future programmes. The report (without annexes) may not exceed 40 pages.
* A presentation on the findings of the report and will include a half-day meeting to discuss field findings and allow contributions and constructive feedback on the report.
* A 3-page learning brief on lessons for the implementation of a programmatic approach through diverse projects.

# Evaluation Team

The evaluation team may comprise of one or more individuals. At a minimum, one member of the evaluation team must have extensive local knowledge of the agricultural sector in Uganda.

The qualifications and expertise of the team will be as follows:

Team Leader

*Qualifications*

Master's degree in development studies, Agriculture, Environment or related social science field.

*Professional Experience*

A minimum of 10 years relevant professional experience in development programmes in low-income countries, notably in monitoring and evaluating donor funded programmes, and with the following expertise:

* Demonstrated experience working on projects in the area of livelihoods, food security and nutrition;
* Expertise in problem analysis, stakeholder’s analysis and institutional/capacity assessment;
* A thorough knowledge of evaluation techniques;
* Experience in conducting evaluations of development programmes, and ability to demonstrate examples of previous work
* Ability to interpret performance results of programmes and analyse the implications of such results in the country context;
* Strong interpersonal skills, diplomacy and tact to effectively communicate with all concerned stakeholders and professionals from diverse cultural and professional backgrounds; and
* Strong professional oral communication and writing skills, including the development of reports, oral presentations, and technical/persuasive documents.

Team members

*Qualifications*

Bachelor's degree in Agriculture, Development studies, Project management, or any related social science field. A post graduate qualification will be an added advantage.

*Professional Experience*

* Minimum 7 years professional experience in development programme evaluations;
* Experience with development and design of agricultural programmes;
* Very strong analytical skills, with expert knowledge of common statistical software packages (e.g. SPSS, SAS, STATA);
* Excellent writing skills and the ability to document clearly and succinctly for internal and external audience;
* Extensive knowledge of the Ugandan development sector.

# Timeframe

The consultancy should take a total of 30 working days, including reviewing of documentation, field work and report writing as well as presentation and validation of findings.

The consultant shall provide a detailed timetable and work plan which should include significant dates for inception report, field visits and other planned meetings.

The evaluation report must be finalised at the latest by 14th December.

# Selection Criteria for Proposals

The submitted proposals will be assessed based on the following criteria.

Technical Proposal (70%)

* Evidence of the evaluators' in-depth knowledge and demonstrated understanding of the work required
* Previous works in this or relevant fields;
* Clarity of analysis and proposal documents;
* Proposed team/ staff planning;
* Evaluation methodology; and

Financial proposal (30%)

* The financial proposal shall indicate all costs (including logistics, i.e. per diem, accommodation, and transport costs). SHA will consider to accept the logistics cost or provide services as it finds it fit.

# Application Process

Potential interested and qualified individuals/consultants/firms are requested to submit a proposed proposal for conducting this evaluation and include all necessary documents that show competence in of the advertised assignment such as, cover letter, updated CV in addition to the documents listed below. These should be directed via email to the Programme Support Coordinator: Frank Phillips at [frank.phillips@selfhelpafrica.net](mailto:frank.phillips@selfhelpafrica.net) by 28th October 2016.

Submission of the proposal:

1. A proposed technical plan of conducting the exercise, which includes:
   1. A clear description of the proposed evaluation methodology
   2. Schedule of work
   3. Names of the evaluation team members and each person’s role in the evaluation
2. A separate financial proposal (including all cost breakdowns in detail – professional fees, logistics, operational costs etc.)

Additional documentation to submit:

1. Capability statement, including description of previous evaluation experience, and demonstrated ability to conduct this evaluation.
2. Updated curriculum vitae of the Team Leader and all other team members (if applicable) who will undertake the work, clearly indicating qualifications and experiences.
3. Contact details of two recent organisations where similar services of the Team Leader have been utilised including contact details and title of assignment.
4. Examples of two recent evaluation reports from similar assignments.