

## Terms of Reference for Consultancy assignment for the End line evaluation of Calories and Household Income from Potato Subsector (CHIPS) project in Tanzania

### 1.0 Background information

1. Kilimo Trust (KT) is a not-for-profit organization working in agriculture for development across the East Africa Community member states. KT has increasingly become the go-to-partner organization for market-led agricultural value chain development in the region. KT vision is to see “sustained and equitable wealth creation, food and nutrition security for smallholder farmers and other VC actors”. Our mission is to make agribusiness a transformative tool for wealth creation, food and nutrition security for over 500,000 smallholder farmers and other VC actors in the next five years beginning 2018. The core business of KT is to structure national and regional trade in agricultural products for enhanced wealth, food and nutrition security for smallholder farmers and other VC actors.
2. Kilimo Trust is implementing a four-year Calories and Household Incomes from Potatoes Sub-sector (CHIPS) project (2016-19) funded by Comic Relief UK. The main purpose of CHIPS project is to enhance incomes and accelerating wealth creation for Smallholder Farmers (SHFs) and Small Retailers and Vendors (SRVs) of round potato in Tanzania. The overall purpose of the project is to increase productivity, efficiency, profitability and volumes of business involved in the round potato value chains. CHIPS is implemented in Tanzania, targeting to reach at least 20,000 SHFs and 15,000 SRVs. The Project has five major objectives:
  - a) Enhance effectiveness of collective marketing/procurement of outputs and inputs by trading associations and cooperatives of 20,000 SHFs and 15,000 SRVs.
  - b) Increase supply of market preferred potato and potato products by 18,000 SHFs and 12,000 SRVs.
  - c) Increase competitiveness and efficiency of trading in potato and potato products through sustainable business consortia.
  - d) Increase equitable involvement of women and youth in decision making and access to resources and benefits of potato value chain.
  - e) Improve Capacity of KT and its partners in the development of SRVs businesses and trade associations for trade-based food security in the EAC

The CHIPS project is implemented using Kilimo Trust Consortium Approach to Value Chain Development (KT-CA2VCD) with Matching Grants to efficiently link small and medium scale farmers (SMSFs) to input and output markets. The basic structure has a “Lead Firm” - in the form of a major private company, farmers/traders, companies, local organizations/associations - with very good and proven linkages to markets for potatoes and potato products. This allows project to focus on: relevant and timely demand-driven interventions that are fully owned by the trading consortium; and implementation through the consortium members themselves. This is employed to ensure sustainability after the exit of the CHIPS project because of the established strong business relationships, trust and investments made during the implementation of the matching grant sub-project. The CHIPS Project comes to an end in December 2019, hence the need for an end of project evaluation.

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## 2.0 Objectives of the Evaluation

CHIPS project is seeking to hire an individual consultant or consultancy company/firm to undertake a comprehensive End-line survey of the CHIPS Project to inform Kilimo Trust and its stakeholders on the status with regards to project goal, objectives and outcomes (answering the indicators of the log frame). The information generated will inform all stakeholders and beneficiaries on how the project focus, scope and strategies were achieved (or lack of it) in the course of the project implementation period. After measuring the project's status of meeting its objectives and results, an assessment of the evaluation criteria should be made to:

- a) Assess the achievement of expected results of the CHIPS project as well as to capture the unintended outcomes of the project;
- b) Assess the actual outcomes (yield, sales, gross margins) of project to beneficiaries;
- c) Identify key success factors arising from the strategies and approaches utilized during project implementation;
- d) Analysis of project sustainability
- e) Assess and document how Comic Relief and Kilimo Trust grant management approaches helped or hindered the smooth implementation of the project
- f) Establish how Value for money was realized both in the implementation of the project and the overall outcomes and benefits to stakeholders. Was the investment financially, socially and economically sound?
- g) Draw Lessons learned to be utilized for development of the potato sub - sector in Tanzania.

## 2.1 Specific Objectives of the assignment

The end of term evaluation will assess the following key areas:

- a) Relevance: Assess the extent to which the CHIPS Project interventions met the needs of the targeted partners and beneficiaries.
  - Were the project activities and interventions relevant and appropriate?
- b) Efficiency – Evaluate the relationship between the quantity, quality, and timeliness of program inputs as related to outputs and outcomes.
  - Were all program activities being implemented as planned? In cases of deviation from the original plans, what were the reasons for deviation?
  - How did the project perform in terms of timeliness and cost efficiency? Was the project cost effective? What was the value for money?
- c) Effectiveness: Measure the outputs and outcomes generated by the program to date in relation to the stated goals, objectives and desired results. In particular, the evaluation will assess the effects of the project in relation to achieving the expected outcomes.
  - What are the key project outputs and outcomes, and to what extent did the project activities contribute the outcome and the desired impact?
  - In particular, what is the effectiveness of project activities to the targeted beneficiaries? Which activities were most useful?
  - What are the beneficiary's experiences and perspective regarding program effectiveness?
  - Did CHIPS project made a difference to the SHFs and SRVs targeted? What is the impact of the project?

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- To what extent did external factors influence the outputs and outcomes of the project?
- d) Impact: what was the impact of the project on the project beneficiaries?  
To what extent is the project contributing to a long-term positive effect on people and nature? How did the work of Comic Relief and Kilimo Trust make a difference?
- e) Project Administration Implementation processes: Assess the process and quality of implementation during the project life and highlight ways of improvement.
- Assess and document how Comic Relief and Kilimo Trust grant management approaches helped or hindered the smooth implementation of the project. What ways can this be improved in future implementation of similar projects?
  - How was the process of implementation working, including formation of business consortia, capacity building interventions, Market linkages and development and usage of CHIPS knowledge products and others?
  - To what extent did the CHIPS projects address the issue of business linkage among potato value chain actors?
- f) Value for Money: The Consultant will be expected to clearly show how comic relief and partner investments in the CHIPS Project provided value for money both socially, financially and economically. To what extent did the implementation of the CHIPS Project integrate and apply value for money principles? What were the outcomes?
- g) Inclusivity: To what extent did the CHIPS Project improve the situation of women and youth? How did women and youth benefit from the project?
- h) Learning on best practices and program improvement: Capture key successes, best practices, lessons learnt, implementation challenges, constraints, strengths and weaknesses, and provide recommendations for improvement.
- What are the notable achievements, challenges, best practices and lessons learnt from the programs?
  - What could be done differently to enhance effectiveness, efficiency and learning?
  - What is the state of the M&E systems, design and capacity of the project, and are there recommendations for improvement?
  - How can Kilimo Trust do things better in the future, for future programming or replication?
- i) Review of the Kilimo Trust Consortium Approach to value Chain Development (KTCA2VCD) Model addressing end-to end market linkages among value chain actors:
- How relevant was the model? How comparable to other models?
  - What modifications are required for the model?
  - What are the key lessons of the model?
  - What challenges were experienced with the model
- j) Project Sustainability: Assess how sustainability was incorporated in the entire project cycles. Will the interventions continue beyond? How has social, financial, institutional and environmental sustainability mechanisms established for beneficiaries to continue enjoying project benefits beyond Comic Relief funding?

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### 3.0 Evaluation Methods

The consultant is expected to employ a variety of data collection and analysis techniques for both quantitative and qualitative data to ensure a comprehensive evaluation exercise. This will include but not limited to:

- Documents and systems review: Review of existing documentation, including project reports, M&E data, etc.
- Focus Group Discussions: With Smallholder farmers and other value chain actors targeted by the project to further assess implementation experiences and effectiveness, document successes, challenges and lessons learned, and develop recommendations for improvement.
- Key Informant Interviews: Consultations with key CHIPS project stakeholders, including CHIPS Project staffs working under Kilimo Trust, TARI Uyole and TAHA, CHIPS Matching Grant Partners staffs, Representative of Farmer Business Organizations (FBOs), Small Retailers and Vendors/Traders Associations, Service providers partners, trainers, and others
- Primary quantitative data using structured questionnaires. The Consultant will be expected to design and administer a structured questionnaire to the various primary stakeholders of the project that will include producers of potato, retailers, vendors, traders, and processors

### 4.0 Expected Deliverables

Under the direct supervision of the Team Leader Quality Assurance and Resource Mobilization and support from the KT's Senior Management Team (CEO and Program Team Leaders, the consultant will provide the following deliverables to project management in a timely manner:

- Inception Report: The consultant is expected to submit a detailed inception report on how the End of project evaluation will be carried out from his/her point of view. The report will outline the detailed description of their methodology and tools, expected output, format of final report and a budget breakdown of costs and detailed work plan for the entire exercise. The draft interview guides will be submitted for review at this stage
- Preliminary Report and Presentation: A stakeholders' workshop comprising of Kilimo Trust Management team and representatives from CHIPS project partners and other potato stakeholders for findings validation will be organized to present the preliminary findings. At the end of the workshop, a report incorporating comments by stakeholders from the workshop will be submitted by the consultant.
- Final Report: This will entail a detailed report of the end of Project evaluation that incorporates feedback from KT and partners. The report should clearly identify the positive attitudes and best practices that need to be enhanced and the negative attitudes and poor practices that need to be addressed for improvement in the future. This report should incorporate specific simple and achievable recommendations and more specifically for learning and improvement. In addition to the longer version of the report (30-page maximum excluding annexes), a 1-2 page summary/brief shall be prepared and submitted as part of this deliverable.

### 5.0 Participation and Use of the Evaluation Findings

The Consultant/Firm will be expected to design the evaluation to be inclusive of beneficiaries, stakeholders and relevant government departments, NGO staff so that their views form the assessment of the project. Equally, as indicated in the deliverables above, draft reports will be shared back with the beneficiaries and stakeholders so that they can contribute and shape the findings,

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recommendations and use of the evaluation. The primary users of the evaluation report will be project beneficiaries and therefore its form and presentation should be conscious of their needs.

#### 6.0 Timeline

The evaluation is expected to take place between the months of August and September 2019. Final report should be ready by the first week of October 2019. The consultant(s) is expected to suggest how long/number of days it would take them to undertake the assignment.

#### 7.0 Budget:

The maximum available budget for the evaluation is US\$ 15,000 which includes professional fees, logistics, travels and taxes.

#### 8.0 Consultant's Profile: Skills, Experience and Qualifications

- A minimum of a Master's degree in Agricultural Economics, Agribusiness and Marketing, Monitoring and Evaluation, statistics or any other related field;
- A minimum of five years' experience working in measurements of Outcomes and Impacts of projects in Agribusiness value chain development and experience in conducting surveys, analyzing, synthesizing and presenting information/Reports is a MUST.
- The lead consultant must possess a significant evidence of academic and experiential background in research methodology, evaluation design and implementation. Preferably the team should also have academic and experiential background in Agribusiness and Value Chain development, Market Linkages, Business Development or related field.
- A solid and diverse experience in research, monitoring and evaluation of projects and/or Programmes at national and/or regional level. Previous knowledge of conducting and documenting lessons learned sessions is essential.

#### 9.0. Rights and Confidentiality

The Kilimo Trust reserves the right to reject or cancel any proposal without showing any reason. During this assignment, all materials produced shall remain the property of Kilimo Trust and cannot be used by the service provider for a purpose other than agreed upon by both parties. The developed materials cannot be sold or used in any case without the prior permission of Kilimo Trust.

#### 10.0. Intellectual Property

All information pertaining to this assignment (tools, interview guides, data, reports and others) which the Consultant may come into contact with in the performance of his/her duties under this consultancy shall remain the property of the KT and the organization (KT) shall have exclusive rights over their use. Except for purposes of this assignment, the information shall not be disclosed to the public nor used in whatever way without the written permission of Kilimo Trust.

#### 11.0. Safeguarding:

The Consultants are expected to follow Kilimo Trust safeguarding policies which include but not limited to integrity, accountability, ethical data collection processes, respect for beneficiary's privacy and protection.

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## 12.0. Application Procedure

Application documents are required to be submitted online via email: [recruitment@kilimotrust.org](mailto:recruitment@kilimotrust.org) before 5pm of 15<sup>th</sup> July 2019. Application documents MUST include the following:

- i) A letter stating why you consider your firm suitable for the assignment;
- ii) Brief technical proposal which include methodology on the approach and implementation of the assignment; and the work plan for implementation of the assignment;
- iii) Financial proposal indicating professional fee and a breakdown of expenses (unit price together with any other expenses) related to the assignment;
- iv) Personal CVs of leading technical personnel proposed for this assignment highlighting qualifications and experience in similar projects; and
- v) Work references - contact details (email addresses) of referees (firms for whom you've produced similar assignments).

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The Comic Relief logo consists of the words 'COMIC RELIEF' in a bold, black, sans-serif font. The letter 'O' in 'COMIC' is replaced by a red circle with a white dot in the center, resembling a red blood cell or a drop of blood.