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**Uganda Feed the Future**

**Activity: Gender Based Advocacy for the implementation of the National Coffee Policy in Uganda**

**Agreement Number: AID-617-A-14-00012**

**National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) Ltd**

**Terms of Reference for End of Project Assessment**

## **BACKGROUND AND JUSTIFICATION**

The National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE) is the coffee Farmers' Organisation in Uganda that empowers Coffee farmers to profitably own their coffee along the value chain for sustainable livelihoods and customer satisfaction leading to societal transformation. This is done using the core values of Professionalism, leadership, creativity and innovation, integrity and an entrepreneurial culture.

Over the past two years, NUCAFE in partnership with USAID Uganda, has been supporting the enhancement of economic growth by influencing effective implementation of the National coffee policy in Uganda among 100 of its associations targeting 20,000 coffee farmers in five coffee growing regions. The overriding objective of the activity is “ Increased coffee productivity among men ,women and youth in member farmer organizations . The specific objectives of the activity were to;

- Strengthen the organizational capacity of NUCAFE To support and influence the implementation of the coffee policy ,
- Create awareness on the National Coffee Policy among the 100 NUCAFE farmer organizations,
- Create an enabling environment for equitable access to opportunities that increase coffee production among the 100 NUCAFE member farmer organizations and
- Lobby and advocate for reforms in coffee policy ,strategy and law among coffee sector stakeholders.

### **Purpose of the end of project assessment:**

As part of the current Monitoring, Evaluation and Learning plan, NUCAFE would like to perform an end of project assessment to find out how the interventions they implemented have created change in relation to the objectives and performance indicators the activity has been measuring. This assessment is also meant to measure how effective and sustainable the interventions are. The assessment will be based on evidence already collected, and new evidence to be collected by the assessment team. The assessment will also measure the extent to which the project has achieved objectives and also look at how well NUCAFE has fulfilled its contractual obligations. The team will look at how NUCAFE has contributed to the high level

country indicators as they relate to the organization's objectives. Results of the assessment will be used to guide organizational learning, decision making and inform future programming.

**Objectives for the project assessment:**

- To assess the effectiveness of the project and the extent to which it has achieved project objectives.
- To analyze the projects' achievements and to validate the theory of change.
- To identify ways through which NUCAFE operations can be strengthened to support future programming in the coffee sector as it relates to the coffee regulatory framework. .

**Scope of Work:**

The primary goal of this exercise is to assess the performance of NUCAFE during the implementation of the Gender Based Advocacy for the implementation of the Coffee Policy activity. The assessment will be conducted by an independent consultant or firm to provide prospective and retrospective analyses of the different operations such as; the implementation models, activity management, communication with stakeholders, the quality of results that will contribute to a better understanding of the project outcomes and help inform future programming.

**The assignment/Key Tasks:**

- The consultant will perform the following tasks; Assess and review the baseline values to ascertain the rationale for either achieving or not achieving the set targets
- Identify the areas and sources of variations in outcomes and results achieved
- Assess the effectiveness of the implementation model used to disseminate the coffee policy among the targeted farmers
- Recommend actions that would help in the continuous improvement NUCAFE to provide quality services to their member farmer organizations.
- Prepare a coherent plan to include methodology ,evidence review, further data – collection and analysis ,proposed consultation with implementing partners, local CSOs ,project staff and primary stakeholders ,timetable for fieldwork and reporting and proposed initial draft and feedback

- Conduct a desk review of project documentation, including M&E data with specific view of determining which data to test and which needs triangulations
- Conduct field visits to facilitate additional primary data collection and direct contact with small holder coffee farmers
- Produce a report assessing project impact and making recommendations to benefit future programme and intervention taking into consideration ;coffee farmers, coffee processors, coffee farmer associations, CSOs/key coffee stakeholders, partners and government perceptions of the programme

## **Outputs**

One report including:

### **1) Relevance of project (1 page):**

a. Relevance of the project to local context, coffee stakeholders, coffee farmers, coffee associations, civil society, local government, policy advocates, planners.

### **2) Effectiveness (4 pages)**

a. Progress made towards achieving the overall goal, objectives and results of the project.

b. Identification of challenges faced during implementation/factors that ensured success.

### **3) Wider Impact (3 pages)**

a. What wider effects (beyond its objectives) has the project had – intended or unintended?

Positive or negative?

b. What impact has the action made on target groups and beneficiaries?

c. How does it help achieve NUCAFE's strategy (Farmer Ownership Model) in the country?

### **4) Sustainability (1-2 pages)**

a. Likelihood of benefits of project being sustained (lasting capacity, networking and cooperation/collaboration, links to local/national policy and actors, etc.).

### **5) Quality and efficiency (2 pages)**

a. Quality and efficiency of management (financial, project management, risk, human resources, monitoring and external relationships).

b. Quality and efficiency of partnerships.

c. Quality in ensuring inclusive and participatory approach to research including ethnic, age, gender and geographic location.

## **6) Lessons learnt (2 pages)**

- a. Identification of major factors influencing the achievement or non-achievement of the objectives.
- b. Recommendations on how the project could increase its impact and sustainability.

### **The Consultant will do the following;**

#### **Coordination and Execution**

- The evaluator will manage the review process from inception to completion and submit the final report to NUCAFE
- The evaluator will be supported directly by NUCAFE M&E officer during all phases of the evaluation process, including the field visit in the country
- NUCAF M&E officer will provide all agreed project documents to be reviewed by the evaluator
- The evaluator and M&E officer will arrange meetings with project partners, key stakeholders target groups and final beneficiaries
- The analysis approach and methods should be participatory where by team members partners and beneficiaries are involved in each step of the process

The period of the execution of this assignment is 13 days with an anticipated start date during the week commencing on **19<sup>th</sup> September 2016**. The draft schedule is outline below

- 3 days Desk review and consultation with NUCAFE staff to be thoroughly familiar with the activity (objectives, output, activities, theory of change, context) and NUCAFE'S work in the country (context, objectives, approach, previous achievement)
- 7 days data collection in various regions of Uganda
- 1 day initial feedback and planning with secretariat team and project partners.
- 4 days writing draft report and submitting draft to NUCAFE
- 1 day Incorporating feedback and finalizing report

#### **Skills and competencies**

- 5 years' experience of designing and implementing evaluations.
- A demonstrable understanding of qualitative and participatory approaches.

- Strong experience and capacity to facilitate FGDs and KIIs at the local and national levels.
- Experience working in post-conflict or conflict-affected environments.
- Demonstrable experience of producing high-quality, credible reports.
- Excellent English written and verbal communications skills.
- Ability to travel.
- Experience of working with farmers and farmer associations, civil society and/or local/national authorities.

### **Tendering process**

NUCAFE is seeking a suitably qualified and experienced consultancy team or individual with a strong track record in conducting project evaluations in agricultural sector, civil society capacity building projects to conduct the evaluation. Candidates will manage the review process with support from NUCAFE's internal team. Candidates will have an excellent knowledge of monitoring and evaluation in theory and practice, and a good overall understanding of NUCAFE's contribution to coffee policy advocacy and lobby, coffee production, productivity and decision-making processes.

NUCAFE invites expressions of interest from teams or individuals with the required skills and experience.

### **The expression of interest should comprise:**

- An expression of interest (3 pages max)
- Capacity and experience to meet the requirements of the ToR (short CV for all team members).
- A broad outline of the approach that you would use to review the programme (1-2 pages max)
- Indicative budget (0.5 page) covering daily rate(s) inclusive of VAT.