



**ROMOTION OF SUSTAINABLE FAMILY FARMING AND SOCIAL ECONOMY FOR A FAIRER WORLD (2017-2021)**

**Terms of Reference for the final evaluation**

**Uganda**

**ILES DE PAIX**

**Octobre - 2021**



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# Context of the evaluation

This evaluation is part of the five-year program for 2017-2021, financed by the Directorate-General for Development Cooperation and Humanitarian Aid (DGD) and implemented by a consortium of 3 Belgian NGOs, SOS Faim, Iles de Paix and Autre Terre, which work on the same general mission: the promotion of family farming and the social economy model with a view to the emergence of a fairer and more united world oriented towards sustainable development.

## Presentation of the NGOs SIA

Remark: The program has been funded for the consortium SIA: SOS Faim, Autre Terre and Iles de Paix. When it comes to the activities related to Uganda there is in the current program cycle only Iles de Paix implementing activities in this country. Therefore, in this TOR there is no details included on the presentation of SOS Faim and Autre Terre.

### Iles de Paix

Iles de Paix (IDP) is a Belgian development NGO founded in 1962 with a general mission to contribute to the research and experimentation of alternative models of development based on values:

* cantered on the human person;
* harmonious balance and respect of the individual with others (his family, his community, the human race) and with nature;
* quality of life for all.

To be realistic and concrete, Iles de Paix focuses on a particular mission that is both broad and relatively circumscribed: the promotion of sustainable food systems. This choice is justified given the important issues it encompasses at the local level (particularly for rural families in the South that Iles de Paix supports) and at the global level (food security and resilience to climate change). For Iles de Paix, the promotion of sustainable food systems implies special support for the development of sustainable family farming and responsible food.

In the South, the NGO focuses its interventions in developing countries on strengthening production activities and the sustainable management of productive natural resources. In addition, it places a strong emphasis on the storage, processing and marketing of products at the level of families and groups of producers in order to improve their income and food security. Finally, it supports in these countries the emergence of a socio-political framework favourable to sustainable family farming and responsible food.

Iles de Paix is currently working in Burkina Faso, Benin, Tanzania, Uganda and Peru. Within each of these regions of intervention, Iles de Paix supports vulnerable populations in rural and peri-urban areas through development program s carried out at a local level in an autonomous or inter-institutional manner. Through these program s, Iles de Paix stimulates, encourages and supports the local development dynamics, latent or expressed, which the beneficiary populations themselves are the bearers of. This implies an active, close and permanent attitude of listening, support and accompaniment, notably through appropriate animation and training actions. These actions are carried out by professionals who play a facilitating role so that the beneficiary populations are given maximum responsibility in their development processes, from the selection of objectives and activities to their implementation and the evaluation of their effects.

In Belgium, Iles de Paix contributes to the formation of a more enlightened, supportive and active public opinion towards the populations of the South. More specifically, Iles de Paix carries out information, awareness-raising and education activities in relation to the realities of developing countries and in particular concerning family farming in these countries. To this end, it produces educational dossiers, exhibitions and documentaries. It also offers activities for schools, youth movements and adult groups. Finally, it carries out advocacy work in Belgium to promote sustainable food systems.

The current program in Uganda is the first program of Iles de Paix in the country.

## General presentation of the SIA program

For the period 2017-2021, the 3 SIA NGOs are implementing a common program, the SIA program, to promote sustainable family farming and social economy for a fairer world. This program has a North and a South component.

In the North, the SIA consortium wishes to contribute to the establishment of an alternative global paradigm acting - in a complementary way to other actors in the sector - more specifically on the theme of the social and solidarity economy, particularly applied to the emergence of sustainable food systems based on family farming.

In the South, SIA NGOs wish to contribute to strengthening the resilience and capacity to sustainably meet the basic needs of family farmers and micro-entrepreneurs and their families in 11 countries in three homogeneous geographical areas of Africa and South America.

The specific objective of the South component of the program is therefore to contribute to strengthening the economic, environmental and social performance of sustainable family farming and social economy actors (AFD & ES), in particular by acting on 5 priority areas (intermediate changes): (1) production techniques and capacities, (2) processing, marketing and storage capacities, (3) access to sustainable and adapted financial services, (4) advocacy and citizen mobilization capacities for sustainable family farming and the social economy, (5) capacity building for the structures supported.

## Commissioning NGO(s), countries and areas concerned by this final evaluation

This evaluation is commissioned by Iles de Paix

It relates to the Specific Objective of the SIA program in Uganda.

In this country, the program is implemented by partners in the following areas:

* Kabarole District: Local partner RCA (previously SATNET) Local partner JESE
* Kamwenge District: Local partner JESE

It is important to mention that the partnership in Kabarole District with SATNET was discontinued and that there was a bridging period to identify a new partner where Iles de Paix took direct lead of the activities in this zone. A new partnership has been signed with RCA mid 2021. This situation needs to be considered during the evaluation as, especially the very recent engagement of RCA to perform a full analysis on their performance.

## Presentation of the local context

The "Mpanga Super Farmers Program" is a program that aims to strengthen the production, organization and environmental management capacities of farming families in the Mpanga watershed which crosses the districts of Kabarole and Kamwenge located in the centre-west of Uganda.

The Mpanga watershed is a predominantly rural area in which families make a living from agriculture. Characterized by a very high population density, the area is faced with an accelerated degradation of its natural resources, which translates concretely into a loss of agricultural productivity and a deterioration in the living conditions of the populations.

To deal with the vicious circle linking poor agricultural practices to the degradation of natural resources, the Ministry of Water and the Environment has drawn up an integrated management plan for the Mpanga watershed. This plan underlines the need to support producer families in the development of sustainable production systems. However, given the existence in the basin of very distinct agroecological zones, the agricultural support programs, approached so far in a very general way, did not fully respond to the challenge posed. The involvement of the populations in the identification of suitable solutions, the experimentation of these solutions then their dissemination as a model is essential to achieve a sustainable solution. This was precisely the ambition of this program which aims to (i) directly support 600 families with a view to adopting suitable production techniques, integrated planning of their operations, strengthening their commercial positioning and sustainable management of their natural resources, then (ii) disseminate the results of this experience more widely within the communities of the Mpanga basin.

To this end, Iles de Paix had chosen to partner with JESE and SATNET which are two local organizations committed to supporting family farming and the management of natural resources. These two organizations were each be in charge of implementing the program in a specific agroecological zone within which they have established close collaborative relationships with the population. JESE is an NGO which enjoys national recognition for its action in the management of water resources. SATNET, for its part, is a union of farmers' organizations which has demonstrated an excellent mastery of participatory learning methodologies (farmer to farmer, school in the fields). The partnership with SATNET was terminated mid 2020 and an alternative partnership was initiated mid 2021 (with the organization called RCA).

In order to contribute to sustainable development and the quality of life of the populations of the Mpanga basin, Iles de Paix will work with its partners to improve the economic, social and environmental performance of the production systems of beneficiary families.

The program is carried out in a logic of peasant action research, encouraging producer families to identify and test new forms of production and organization both at the family farm level and at the collective level. The partners will support this process through a close relationship with families but also through advocacy actions aimed at supporting the emergence of a context favourable to sustainable family farming. Farmer research is carried out in particular by associating with The National Agricultural Research Organization (NARO) with a view to capitalizing and disseminating the results obtained by the producers.

Finally, it should be specified that this program is carried in the framework of a direct collaboration with PROTOS and Broederlijk Delen who are active in the same region. The three NGOs join forces in particular to build the capacities of common partners.

## Logical framework of the program

The logical framework of the program and the expected results have been defined on the basis of a theory of change which is included in the technical and financial file.

The Specific Objective was formulated as “The economic, social and environmental performance of family farmers in Mpanga catchment is reinforced”.

In order to achieve this Objective, the program revolves around five results which can be summarized as follows:

* (i) improvement of agricultural production of families,
* (ii) improvement of storage capacities, processing and marketing of production at the family level and collective,
* (iii) improvement of access to finance,
* (iv) support for the establishment of a framework favourable to the development of sustainable family farming and
* (v) Capacity building of organized family farming actors.

# Evaluation stakes

## Rationale and objectives of the evaluation

This evaluation must meet the requirements of learning and accountability to the financial donor that is the DGD. It must make it possible to assess the achievement of results and to draw lessons for future interventions.

In particular, the objective of this evaluation is to assess all the program’s results, whether or not they have been achieved, on the basis of DAC criteria. The new DAC criteria do not need to be taken into account for this current program and the evaluation will therefore focus on the criteria of relevance, impact, effectiveness, efficiency, sustainability as well as the cross-cutting dimensions of gender and environment.

It will therefore:

* For each of the results of the program (including SOs):
* Assess the achievement of the result in terms of quality and quantity
* Qualify the relevance, impact, effectiveness, efficiency and sustainability of the changes observed in the field
* For the program as a whole:
* Appreciate the consideration of the transversal gender dimension
* Appreciate the consideration of the cross-cutting environmental dimension
* For specific aspects of the program:
* Respond to the specific evaluation questions proposed

## Fields of evaluation

The evaluation will report on the results of the SIA program carried out by Iles de Paix in Uganda.

For this evaluation, the consultant may refer to the program’s Theory of Change, through which the desired results are made explicit. However, the consultant should focus on assessing the relevance, impact, effectiveness, efficiency and sustainability of the results achieved in accordance with DAC requirements.

**Relevance**: The degree to which an aid activity is relevant to the needs of the target group and the priorities of the beneficiary.

**Effectiveness**: The degree to which the objectives of an activity are achieved.

**Efficiency**: Measures the relationship between the results - qualitative and quantitative - and the resources used to achieve them within a given time frame. An economic concept, efficiency means using the least expensive resources possible to ensure that the desired results are achieved. Therefore, to determine whether the most efficient process has been adopted, it is usually necessary to compare it with other possible ways of achieving the same results.

**Sustainability**: Measures the chance that the benefits of a development intervention will survive after the intervention ends. The potential for survival of the intervention after the end of the grant is assessed according to three aspects: financial sustainability, social sustainability and knowledge transfer/capacity building.

**Impact**: positive and negative effects, direct or indirect, intended or unintended, induced by an intervention in support of development.

# Evaluation questions

The evaluation questions are as following:

1. Are the results of the program, analysed under the filter of the DAC criteria, in line with expectations?
	1. More specifically, was the agricultural extension methodology using farmer groups (with appointed reference persons or “PIs”) combined with individual support to farming families successful? This question should be analysed in particular point of view of efficiency, effectiveness and sustainability.
2. Has the program satisfactorily integrated the cross-cutting dimensions of gender and environment?
3. What are the main strengths and weaknesses of the program?
4. What are the main lessons learnt by the evaluator from observing the results of the program?
5. What are the evaluator's conclusions and recommendations in view of the 2022-2026 program, which will focus on the promotion of sustainable food systems? Particularly, around the town of Fort Portal?

# Stakeholders and responsibilities

The evaluation is entrusted to a lead evaluator who will be responsible for the overall coherence of the evaluation and the delivery of the final evaluation report. The lead consultant will work in collaboration with one or more associate consultants, who will support him/her during the field missions.

The evaluator will submit a detailed methodology (see below) for the proper execution of the evaluation exercise. He/she will ensure that the conclusions and recommendations are properly presented in the field and in Belgium.

The **Steering Committee** is responsible for the overall support of the evaluation process: finalization of the TOR, selection of the office and associated consultants, pre-departure briefing of the evaluator to agree on the timetable and clarify expectations, validation of the draft report, and use of the final report, recommendations and management response.

It is also responsible for steering the evaluations in the field: logistical organization of the evaluation, briefing of the evaluators in the field, support and information sharing with the partners involved, debriefing at the end of the mission and validation of the evaluators' initial conclusions before the reports are drawn up.

The **lead** of the evaluation is provided by Lieven Peeters, Country Director for Iles de Paix in Uganda~~.~~

After receiving the final evaluation report, the Steering Committee will organize, together with the evaluator, a feedback to the Southern Technical Committee and COPIL SIA in order to ensure that the conclusions and recommendations of the evaluators are properly exploited.

# Methodology and content of the evaluation work

The methodology of the evaluation will be proposed by the consultant in his/her offer. Particular attention will be paid to the following elements:

* Methodology envisaged for each of the questions taken individually;
* Methodology envisaged for data collection to ensure the quality of the sources of information, the triangulation of information and the neutrality of the evaluation;

On the basis of the study of the program documents, the selected evaluator will propose a work schedule with the field visits to be carried out and the partners to be met. This proposal will be discussed with the evaluation steering committee in order to ensure a good representation and diversity of the beneficiaries and partners met.

At the start of the evaluation, a briefing will take place which will focus on the following points:

* Presentation of the evaluators
* Review of evaluation questions (and, if necessary, revision of evaluation questions)
* Presentation and explanation of the evaluation methodology
* Clarification of objectives and approach
* Discussion and validation of the list of partners to be solicited
* Planning and organization of field trips and interviews with identified partners

The consultant will work closely with the field teams to ensure the best possible ownership of his/her work. In addition, the consultant will ensure that the objectives of the evaluation are explained to his or her contacts in the field.

At the end of his or her stay in the country of evaluation, the consultant will organize a workshop for restitution and reflection to deliver the preliminary conclusions and exchange on them.

# Indicative evaluation planning

Approx. 20 man days from mid-November 2021

* Senior Consultant: 7 M/D
* Associate Consultants: 12 M/D

Work at headquarters (1 day): a half-day briefing to launch the evaluation + half a day to hand in the evaluation report.

Fieldwork: the consultant proposes a planning that takes into account the sample of partners he/she wishes to meet, max. 7 days in the field.

Max. Budget: 20.000 €.

# Indicative calendar

|  |  |
| --- | --- |
| **Period (indicative)** | **Action** |
| Mid October 2021 | Publication of the TOR and launch of the recruitment procedure |
| October 2021 | Review of tenders and selection of evaluators |
| November 2021 | Organization of the evaluation |
| December | Presentation and discussion of the provisional report |
| End December | Submission of the Final Report |

# Expected outputs

NB. The outputs will be written in English.

* Support (PPT or other) for the restitution of preliminary observations to the field teams at the end of the visits and partner meetings;
* A **provisional report**;
* A **final report** which should contain the following elements:
1. Executive summary,
2. Background and objectives of the program
3. Reminder of the objectives and questions of the evaluation,
4. Description of the evaluation methodology (highlighting how the methodology was used to answer the evaluation questions, the arrangements made to ensure the quality of the sources of information, the arrangements made to ensure the triangulation of data, and the arrangements made to ensure the neutrality of the evaluation report),
5. Evaluation:
	* Analysis of program results according to DAC criteria (evaluation question 1)
	* Analysis of the consideration of cross-cutting dimensions (evaluation question 2)
	* Analysis of strengths, weaknesses and lessons identified from the analysis of program results (evaluation questions 3 and 4)
	* Response to specific evaluation questions
6. Conclusions and recommendations (evaluation question 5)
	* - Overall conclusions
	* - Overall recommendations and areas for improvement (making sure they are realistic and workable),
* A **PowerPoint presentation** of the results of the evaluation
* A "**key message" note** summarizing in a maximum of one page the main messages to be retained from the evaluation

# Evaluator profile

For this evaluation, a team consisting of a principal expert and one or two associate experts is sought.

The lead expert, responsible for the overall coherence of the evaluation work, will meet the following requirements:

1. Solid methodological experience (at least 8 years) in the external evaluation of socio-economic and environmental development program s.
2. Mastery of evaluation methodologies for rural development programs based on DAC criteria.
3. Evidence-based experience in the country where the evaluation takes place.
4. Excellent writing skills.

The evaluator is expected to have duly registered his or her professional activity in his or her country of residence.

The international expert will be accompanied by one or two associate experts, who will meet the following requirements:

* Points 1, 2 above
* Proven experience in international evaluation teams
* Good knowledge of civil society organizations in their country
* Good knowledge of sustainable family farming and the social economy.
* Availability to travel to the program 's areas of intervention

# Contractual and financial conditions

The proposed contract will be a service provision contract. The evaluator is fully responsible for all costs related to the consultancy (visa, travel, insurance, field trips, etc.). Payment for the service will be made by cheque or bank transfer and on the basis of invoices issued by the service provider according to the following breakdown:

* 1st instalment on signature of the contract: 20% of the total amount of the service.
* 2nd instalment on submission of the provisional report: 30% of the total amount of the service.
* 3rd instalment upon acceptance of the final report: 50% of the total amount of the service.
* Mission expenses (accommodation, visa fees and international transport) will be paid on presentation of expense statements.

# Practicalities of application

## Reply modalities and documents to be provided

The application file in computer format will include two files:

* A technical and financial offer (15 pages maximum);
* The composition of the evaluation team:
	+ An updated CV of the lead evaluator (including a possible referenced list of relevant publications with the service in question: 5 pages maximum);

The technical offer will clearly include a description of the evaluation process, the proposed methodology and the possible survey mechanism, a proposed timetable, a list of the equipment required to carry out the mission and a list of the documents required for consultation before the mission (the documents will only be sent to the selected profile).

The financial offer will clearly detail the fees (including all taxes) of the evaluators as well as all other expenses (visa, travel, accommodation, etc.).

Tenders will be sent by e-mail to lieven.peeters@ug.ilesdepaix.org (cc. to sebastien.mercado@ilesdepaix.org) with reference: “final evaluation MSFP proposal” by **18/10/2021** at the latest. Please note that only complete offers corresponding to the profile will be processed by the selection committee.

## Selection process

Technical proposals will be evaluated on the basis of their compliance with the terms of reference, using the following evaluation criteria and point system:

* Expertise, experience and skills of the consultants: 30 points
* Understanding the TOR and matching supply and demand: 25 points
* Proposed methodology: 25 points
* Financial offer: 20 points

# Annexes

## List of available documents

In order to carry out this evaluation, the following information and documents will be made available to the evaluator:

* Technical and financial documents presented to the donor
* The Theories of Change Program
* Tables and methodology for monitoring-evaluation of the program (PM monitoring tables)