Terms of Reference (TOR)
Impact Evaluation of the Inclusive Markets Uganda (IMU) Project–
Improving Markets for Cocoa and Honey 2017 – 2020

Background

Swisscontact was established in 1959 as an independent organization by prominent individuals from the worlds of commerce and science in Switzerland. It is exclusively involved in international cooperation and since 1961 has carried out its own and mandated projects. Since it was founded, Swisscontact has maintained close ties with the private sector. Swisscontact is currently active in 36 countries implementing 123 projects with a workforce of over 1,000 people. The organization is based in Zurich. Swisscontact concentrates on private sector development, specifically in skills development, enterprise promotion and Trade.

For over 20 years now in Uganda, Swisscontact has been strengthening people’s competencies, improving their employability, increasing enterprise competitiveness, and promoting social and economic systems which promote inclusive development. We have reached over 70,000 direct beneficiaries (thereof 25,000 women) with innovative skills, diverse markets and information, various financial products/services, and life skills. Our current portfolio includes 6 projects focusing on skills development and enterprise promotion in 52 districts in Uganda. Swisscontact plays a facilitative role in developing and implementing sustainable solutions that address the underlying causes of poverty.

Inclusive Markets Uganda (IMU) Project – Improving Markets for Cocoa and Honey

Cocoa and beekeeping are high value sectors with potential for increasing income and providing sustainable employment for smallholder farmers in Uganda. Both sectors face barriers along the entire value chain from production to marketing. The cocoa sector is setback by aging cocoa trees, limited access to land to expand cocoa plantations, poor agronomic practices and post-harvest handling among others. Within the beekeeping sector, the main setbacks are the continued subsistence farming, prevalent use of low yielding local hives and poor post-harvest handling.

The IMU project (in its third phase) is being implemented in 12 districts in Uganda with the goal of increasing the incomes, employment opportunities and livelihoods of 23,000 beekeepers and cocoa farmers. The project is implemented using the Inclusive Market Systems Development (MSD) Approach with the private sector businesses and the public sector being key players.

IMU project is jointly funded by the Swiss Development Agency for Cooperation (SDC), Medicor Foundation and the Community of Riehen.

The Cocoa Sector

The project targets 15,000 cocoa farmers out of these, 12,000 farmers will consequently increase their income in the districts of Bundibugyo, Mayuge, Mukono, Hoima, Kikuube, and Buikwe. Gender inclusion and food security were integrated into the project early on. The project targets 30% female beneficiaries in order to address issues of gender exclusions resulting from social and economics barrier existing within cocoa growing communities, meanwhile growing food crops within cocoa growing households is promoted with a focus of women and youth in order to address food insecurity.
Cocoa sector interventions

1. Increasing access to extension and advisory services – Increasing cocoa production requires providing access to extension and advisory services to 15,000 farmers thus promoting good agronomic practices (GAP) and post-harvest handling. The services are provided by private extension providers completing government extension service systems.

2. Increasing access to markets for small holder cocoa farmers – We facilitate linkages between cocoa farmers and buyers/exporters, to improve access to markets for 5,000 farmers producing certified cocoa and 10,000 farmers producing conventional cocoa.

3. Increasing access to financial services – through linkages to financial institutions, the project will enable 15,000 farmers access financial literacy and affordable, innovative products.

4. Promote mixed livelihoods – we target 4,200 women and youth with extension services and products for promotion of growing food crops (vegetable) through linkages with relevant government programs.

5. Improved business environment – facilitating linkages with public and private actors engaged in the cocoa sector for coordination of the sector.

The Honey Sector

A total of 8,000 (30% female and 10% youth) beekeepers are targeted, of which 6,400 will consequently increase their income in the districts of Yumbe, Rubirizi, Nakaseke, Mubende, Kiboga, and Kyankwanzi. Uganda has the potential to produce 500,000 tons of honey in addition to having export license to the European Union (EU). However, just about 1% of Uganda’s honey reaches the market. The project focuses on increasing access to modern beehives and beekeeping equipment’s and markets.

Honey sector interventions

1. Increasing access to extension and advisory services – we work with private sector businesses in liaison with public sector to benefit 8,000 smallholder beekeepers with access to quality extension and advisory services.

2. Increasing access to reliable markets to enable 6,400 smallholder beekeepers have markets for honey and other beehive products.

3. Increasing access to financial services for 8,000 smallholder beekeepers through innovative and affordable financial products and services.

4. Improved business environment - facilitating linkages with public and private actors engaged in the beekeeping sector for coordination of the sector.
Objective
Swisscontact seeks to hire an external consultant(s) to conduct the impact evaluation of the IMU project phase 2017-2020 in Uganda. The purpose of the evaluation is to assess the project’s attributable impact on beneficiaries and the wider systemic changes within the cocoa and beekeeping sectors respectively. The evaluation will collect evidence of expected and unexpected results, while deriving key lessons learnt from implementation of the MSD approach. Key findings from the evaluation will be shared with relevant stakeholders in the private and public sector, donors and also inform future programming.

Key Evaluation Questions
1. Impact - What were the positive and negative effects of the project interventions on direct or indirect beneficiaries? Were there any unforeseen effects?
2. Relevance - Was the project designed to maximize its goals and to what extent were the project interventions consistent with cocoa farmers and beekeepers needs, Uganda’s cocoa and beekeeping market systems eco-system, and Uganda’s sectoral development strategies?
3. Efficiency - Was the project implemented in an efficient way and to what extent were project inputs economically converted to results? How was adaptive management and evidence-based decision making integrated in the project?
4. Effectiveness - Did the project activities meet the objectives and results set out in the project phase plan? To what extent were gender and social inclusion strategies successful in addressing gender related gaps among cocoa farmers and smallholder beekeepers?
5. Sustainability - To what degree are the project results sustainable? What are reasons for the wider systemic changes attributable to the project in both the cocoa and beekeeping sectors? Are the systemic changes sustainable? What were some of the lessons learned? To what extent have stakeholders scaled and/or replicated the project’s interventions and approaches?

Methodology, Timeframe, Deliverable/Payment Schedule

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable</th>
<th>Duration</th>
<th>Payment Schedule</th>
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<tbody>
<tr>
<td>Inception meeting</td>
<td>Inception report</td>
<td>5 days</td>
<td>60%</td>
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<tr>
<td>Desk review</td>
<td>Data collection field plan</td>
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<tr>
<td>Drafting field data collection plan</td>
<td>Enumerator training report</td>
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<tr>
<td>Developing and programming data collection tools</td>
<td>Finalized data collection tools</td>
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<tr>
<td>Training of data collectors</td>
<td>Raw quantitative data set, signed interviewee consent form</td>
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<tr>
<td>Pre-testing data collection tools</td>
<td>Drafting impact evaluation report</td>
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<td></td>
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<tr>
<td>Finalizing data collection tools</td>
<td>Impact evaluation report</td>
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<tr>
<td>Field data collection</td>
<td>Powerpoint presentation of key findings</td>
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<tr>
<td>Data cleaning, coding and analysis</td>
<td>Quantitative data set (raw and cleaned), data dictionary</td>
<td>4 days</td>
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<tr>
<td>Drafting impact evaluation report</td>
<td>Qualitative data transcripts and recordings</td>
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<td>Impact evaluation report</td>
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<td></td>
<td>PowerPoint presentation of key findings</td>
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<tr>
<td></td>
<td>30 days</td>
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Methodology
The hired consultant(s) will embark on an in-depth review of all aspects of the project’s design and planning, implementation, documentation and results. Thereafter, the consultant(s) will undertake interviews with relevant external stakeholders as well as key project staff. The consultant(s) is expected to employ a mixed method approach in data collection. The main data collection methods will be individual interviews of beneficiaries, key informant interviews with key project stakeholders, partners and staff, and focused group discussions.

Impact Evaluation Report Structure
1. Cover page (1 Page)
   a. Project title
   b. Donor
   c. Project phase
   d. Name of consultant(s)
   e. Date of submission of evaluation report
2. Table of content
3. Acronyms
4. Executive Summary (1 Page)
5. Background on the project and its intervention logic
6. Evaluation Purpose, scope, methodology and evaluation questions
7. Presentation of findings
8. Conclusion and Recommendations
9. Lessons Learnt
10. Annexes; TOR, Data collection tools, List of interviewees, raw datasets. Data collection/field program

Team structure
The impact evaluation team shall comprise a combination of the lead consultant, field supervisor/s and data collectors. The lead consultant will be responsible for constituting a team adequate for the scope of work described herein, in addition to ensuring the timely completion and submission of all deliverables. The evaluation team will work closely with the project manager/coordinator and in close collaboration with Swisscontact’s Regional MRM advisor and in-country MRM coordinator.

Qualification of the Lead Consultant
• Advanced graduate degree in the field of agriculture, agribusiness, development studies, economics, entrepreneurship, social sciences.
• A minimum of 5 years’ experience in conducting impact evaluations with a focus on inclusive market systems development approaches.
• Understanding of the development context in Uganda.
• Demonstrated experience in conducting large scale surveys and supervision of survey teams.
• Experience in using mixed research methods.
• Proven experience in using ODK or Kobo Toolbox or related data collection platform
• Strong capacity in data management.
• Ability to write compelling and clear evaluation reports.
• A strong qualitative and quantitative analysis skills.