



SOLIDARIDAD WEST AFRICA Consultancy Services Terms of Reference LICSIP End of Project Evaluation

1. Background

Solidaridad West Africa (SWA) is a not-for-profit organization based in Accra, Ghana. Established in 2005, SWA is part of the Solidaridad Network, a Dutch based development organization operating in five continents through nine Regional Expertise Centres. With its network secretariat in The Netherlands, Solidaridad has over 45 years of global experience working in the development of profitable supply chains, creating sustainable businesses and livelihoods. Our specific interventions are aimed at improving the livelihoods of producers and their communities by providing technical assistance and promoting capacity development for producers and workers, ensuring continual improvement for sustainable production, promoting voluntary sustainable standards, facilitating credit and input access for small and medium enterprises, stimulating Public Private Partnerships, facilitating the negotiating position of producers and workers in the supply chain and lastly facilitating market opportunities for small and medium scale producers and worker. SWA operates in 5 countries in West Africa – Cote D'Ivoire, Ghana, Liberia, Sierra Leone, and Nigeria.

About LICSIP

Solidaridad West Africa was awarded a 4 years contract (January 1, 2018-December 31, 2021) from the European Commission-Delegation to Liberia. The project is titled **Liberia Cocoa Sector Improvement Programme (LICSIP)**. The project implementation counties include Bong, Lofa and Nimba. The overall objective of the project is to create a vibrant, competitive and profitable cocoa economy driven primarily by farmer organizations and private cocoa supply chain chains, within a robust national regulatory and institutional framework.

The program has five (5) expected results:

Result 1: Improved farm-level sustainable production and productivity

Result 2: Improved cocoa sector regulatory and institutional framework

Result 3: Enhanced capacity of cocoa sector governance structures

Result 4: Vertical market integration and access and visibility of Liberia cocoa improved

Result 5: New employment for youth and women created along the value chain

Solidaridad West Africa (SWA) is therefore looking for a consultant (individual/agency) to conduct end of project evaluation of LICSIIP. The consultant will work closely with the SWA PMEL and LICSIIP program teams during the consultancy period.

The project has the following objectives, indicators and targets set to track progress of achievement.

Result Level	Result Chain	Indicator No.	Indicators	Baseline (incl. reference year)	Target by end of 2021	Current Results –Ref. Year: 2018-2021
Impact	Program Development Objective: A vibrant, competitive and profitable cocoa economy created and driven primarily by farmer groups/associations and private cocoa supply chain companies, with a robust national regulatory and institutional framework in place in Liberia.	I4.1	% change in cocoa Income relative to household income	\$181.62 (Ref. Yr. 2017)	50%+	0
		I3.1	% change in exports of cocoa or sales of cocoa by participating farmer associations or private cocoa companies	9,603 MT (Ref. Yr.: 2016)	20%+	0
		I2.1	% change in youth employment in project area	524 (396 males and 128 females)	30%+	0
		I1.1	Promulgation of Liberia national cocoa regulatory policy framework	Ref. Yr. (2017)	1	0
Outcome 1	Specific Objective: Farm-level sustainable production and productivity have improved for farmer groups/associations in project communities.	Oc.1.1	% change in farm productivity (mainly for matured cocoa farms with hybrid tree stock).	0.41 MT/Ha	0.6 MT/Ha	0.48 MT/Ha
		Oc.1.2	Number of farmers and others who have applied improved technologies and management practices	165 (108 adult males, 15 adult females, 35 male youth and 7 female youth) - Ref.yr.: 2017	3500	2022
		Oc.1.3	Number of hectares under improved technologies or management practices	61.2 ha	7000	3174.41ha
Outcome 2	Specific Objective: Cocoa sector regulatory and institutional framework have improved for production, trade, processing and marketing in Liberia.	Oc2.1	# Mechanisms, policies and regulatory and institutional framework implemented by MoA	0	1	0
		Oc2.2	# of sensitization workshops on new regulatory framework conducted for sector stakeholders and institutions.	0	10	7
		Oc2.3	# of electronic media awareness tools used to popularize the new framework	0	10	0

		Oc2.4	# of stakeholders with access to new cocoa regulatory framework	0	At least 300	0
Outcome 3	Specific Objective: Capacity of cocoa sector governance structures enhanced through an effective and efficient multi-institutional effort led by government, through oversight by the Ministry of Agriculture	Oc3.1	# of Liberia cocoa development strategy document developed	0	1	1
		Oc3.2	# and kind of mechanisms, policies and regulations improved, as a result of national stakeholder dialogue convened by Solidaridad.	0	1	0
		Oc3.3	# of policy reforms/regulations/administrative procedures presented for legislation/decreed as a result of the action	0	1	1
		Oc3.4	# of policy reforms/regulations/administrative procedures prepared	0	1	1
Outcome 4	Specific Objective: Improved accessibility and visibility of Liberia Cocoa through vertical market integration	Oc4.1	# of supply contract for certified cocoa from Liberia signed	0	At least 1 by LOP	0
		Oc4.2	Number of global cocoa campaigns conducted through industry stakeholder meetings/ball in Europe/North America	0	3	1
Outcome 5	Specific Objective: Creation of new employment for women and youth along the cocoa value chain in Liberia	Oc5.1	# of youth and women involved in the provision of youth-led cocoa value chain service provision business plus other agricultural supply chain businesses Disaggregated by male/female/youth Unit of measurement: Number	0	500	607
		Oc5.2	% of Youth-led service business applying good business management skills. Unit of Measurement: Percent	0%	70%+	64%
		Oc5.3	% of youth supported/trained, who are cultivating their own cocoa farms Unit of Measurement: Percent	0	70%+	73%
		Oc5.4	% of youth supported/trained, who are applying GAP, GEP, GSP Unit of Measurement: Percent	0	70%+	60%

To date, 5000 cocoa farmers from 200 communities in Bong, Lofa and Nimba counties have been trained cocoa production and provided with hybrid cocoa seedlings. In addition, 200 community based facilitated have been training to provide training to farmers through the farmers field schools.

2. Scope of the assignment

SWA aims to assess the extent of achievement of the targets for the project and draw out lessons for future programming. The evaluation will include a review of the project design and assumptions made at the beginning of the project. It will assess the implementation strategy, its impact and recommend areas for which a new program could leverage. The consultant will be required to:

- 1) Estimate a representative sample and design appropriate methodologies and sampling approaches that will determine the results of the outcome and impact indicators in the table above
- 2) Develop relevant instruments (FGDs, KIIs, Individual Surveys) for various beneficiaries (grantees, basic trainees, dedicated trainees) to help answer the evaluation questions
- 3) Train enumerators and field workers.
- 4) Conduct focus group discussions and key informant interviews with stakeholders in the programme locations to complement quantitative data.
- 5) Conduct in-depth data analysis to answer the research questions
- 6) Produce report detailing key findings, challenges, success, and recommendations based on country and/or programme or commodity lines.

The following research questions must be answered after the evaluation:

Relevance:

- Did the project (as articulated in the results framework, indicators, assumptions, and program design and project activities) respond to the needs of the targeted beneficiaries and the Liberian socio-economic context?
- How well aligned was the project strategy and activities aligned with the Government of Liberia cocoa development strategy? How well was it aligned with other donors' interventions?
- Is there clarity among the various stakeholders (Solidaridad, the SMEs/CCDs, FBOs (smallholder cocoa farmers), LACRA, MoA, financial institutions, impact investors, LBCs, etc) on what is to be achieved under LICSIIP in the short, medium and long term? In other words, are all stakeholders aligned with respect to what success looks like, individually and as a collective?
- What capabilities/capacities do the various stakeholders have that will ensure the successful implementation of the programme?
- What are the global, national and local contextual factors (political, regulatory, legal, economic, financial, social, cultural, technological, and environmental) that has impeded the attainment of programme objective?

- What are the changes in these contextual factors that may impact programme implementation positively or negatively during the remaining life of the programme?

Coherence:

- What government policies for the agricultural sector in general, and the cocoa sub sector in particular create barriers or facilitate the attainment of programme objectives?
- What other interventions exist in the cocoa sector which are funded by other donors or private companies such as cocoa bean traders, Licensed buying companies etc?
- What efforts are being made to ensure that the programme aligns with other cocoa programmes currently being implemented by Solidaridad and other actors?
- What are the synergies between the programme and other interventions in the cocoa sector being implemented by Solidaridad and other actors?
- What are the strategies being adopted to ensure that stakeholders benefit from these synergies?

Effectiveness:

- To what extent did the project activities (general awareness, basic and dedicated training) contribute to changing the cocoa production system?
- To what extent did the project achieve its indicator targets
- What internal and external factors (both positive and negative) influenced the ability of the project to meet expected results and targets?
- What were the weaknesses in project design and implementation and how can they be addressed in a future project?
- To what extent do beneficiaries recollect the lessons during video training?
- Were beneficiaries at all levels (farmers, farmers' organizations, Private sector organizations, CBOs, satisfied with the projects?

Efficiency:

- Were the financial resources used efficiently to achieve project outputs?
- How well did beneficiaries (individuals, communities, and private companies) utilize resources to implement sub-projects?

- Did the actual or expected results (outputs and outcomes) justify the costs incurred? Were resources effectively utilized?
- Were the outputs efficient in achieving the intended outcomes (and impact)?

Sustainability:

- What are the capacities – knowledge and skills developed among project targets and beneficiaries that will enhance the development of the cocoa sector?
- How likely will the project results (increased climate knowledge, sub-projects) be sustained after the project completion.
- How likely will project beneficiaries continue implementing climate smart practices
- To what extent can the results achieved be scaled?
- What are the project exit strategies and approaches?

Lessons:

- What are the key lessons from the program implementation?
- What key successes should be replicated?
- Should there be a similar program, what could be done differently?

3. Deliverables

The following deliverables and timelines will be expected from the consultant.

No.	Deliverable	Expected Timeline
1.	Inception report containing relevant questionnaires and sample estimates specifying methodologies for assignment	5 days after contract
2.	Enumerator training report	3 days after training
3.	Raw and Cleaned data sets generated	4 days after data collection
4.	First Draft report for discussions	10days after deliverable 3
5.	Final draft report	7 days after deliverable 4 including
6.	Power point presentation highlighting main findings, lessons learned and recommendations	3 days after deliverable 5

7.	Finalized report and a one pager infographic summary of finalized report, final processed data with all stata or SPSS analysisscripts	5 days after deliverable 6
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The draft and /or final report (50pps MAX) should comprise, but not limited to:

- I. Executive Summary
- II. Introduction
- III. Background to the study (context) must include profiles of the participants.
- IV. Research purpose
- V. Materials and methods
- VI. Results and discussions (including info-graphs and other visual presentations)
 - Relevance
 - Effectiveness
 - Efficiency
 - Sustainability
 - Lessons
 - Indicator's matrix/matrices?
- VII. Conclusions
- VIII. Recommendations and policy implications
- IX. Concept note (that gleans all lessons for future programming)

4. Methodology

The consultant(s) is expected to use a variety of methods to process and analyse data. Desk review of current literature is encouraged as much as possible to enrich the report. Econometric analysis is also allowed once this will be supported by appropriate qualitative discussions for all readers. Where necessary, the consultant will have to engage project stakeholders (i.e. Local leaders, farmers, farmer associations, private sector companies, relevant government ministries and agencies and SMEs (if any) for data triangulation.

5. Schedule

The activity would be carried out within 35 effective workdays within the period starting from 31st January to 18th February 2022.

6. Qualification and Experience of the Consultant(s)

The consultant(s) for the assignment must demonstrate full competence in implementing the scope of work and experience in conducting and completing surveys, report writing and possess advanced degrees in development economics, agricultural economics, agribusiness, and relevant industry background. Desired competencies include:

- At least, a Master's degree in agriculture economics/agribusiness, statistics, economics or a relevant post graduate qualification.
- Proficient in the use of Stata. We will require the stata scripts used for analysis
- Excellent analytical and report writing skills.
- Experience in qualitative and quantitative research methods.
- Minimum of three (3) years of related experience in carrying out similar studies in the oil & cocoa sector.
- Demonstrated capacity in data processing and analysis to generate frequencies and some statistical and econometric results.
- Excellent English language skills (with proven grammatical writing ability).
- Experience in working in the cocoa sector of Liberia.
- Understanding of cocoa and cocoa related issues.

9. Confidentiality Statement

All data and information received from Solidaridad, its project beneficiaries and other stakeholders for the purposes of this assignment are to be treated confidentially and only be used in the execution of this assignment. All intellectual property rights arising from the execution of this Terms of Reference shall be assigned to Solidaridad. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of Solidaridad.

10. Submission of proposal

Interested consultants/firms should submit a proposal that include narrative and budget in English to:

Country Representative
Solidaridad West Africa
Liberia Country Office
Gardner's Avenue, Sinkor, Between 15 & 16 Streets – Hse # C-124, Beach Side

Please state in the subject line: Proposal - "End of Project Evaluation" or on the back of the envelope. The closing date for the submission of proposal is Sunday, January 19, 2022 at 5:00 PM

Applications should be submitted to consultantsswalib@solidaridadnetwork.org before close of business on the 19th of January 2022.