

TERMS OF REFERENCE FOR COMPETITIVE AFRICA RICE INITIATIVE IN EAST AFRICA (CARI-EA) PROJECT MID-TERM REVIEW

1. Introduction

Kilimo Trust (KT) is a not-for-profit organization working in agriculture for development across the East Africa Community member countries. 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.

In partnership with the EAC Secretariat, Kilimo Trust is implementing a three-year project (2019 - 2022) commissioned by the United States Agency for International Development (USAID) through the Alliance for a Green Revolution in Africa (AGRA). The central aim of CARI-EA project is to enable locally produced rice in East Africa to competitively substitute the current over 300 million US\$ worth of rice imports to the East Africa Common Market. The overall goal of the project is to contribute to inclusive transformation of the rice sector in East Africa for sustainable increase in incomes of 220,000 women, men and young people employed in the value chain of locally produced rice in the East Africa Community. The Project has three specific objectives:

- a) Increase productivity, commercialization, profitability and resilience for enterprises of smallholder producers of rice.
- b) Strengthen and expand access and competitiveness in the national and regional markets for the locally produced rice.
- c) Strengthen local, national and regional enabling policy and institutional environment for optimal commercialization of the rice sector.

The above objectives are pursued through the delivery of the following results:

- a) 20% reduction in imported rice into the EAC Common Market
- b) 50% increase in net incomes for paddy farmers
- c) At least 75% of smallholder farming households using structured markets (input and output)
- d) 50% increase in average yield (MT/ha) of rice
- e) 20 % increase in volumes of rice sold by households through structured trade (Household commercialization level)
- f) 500,000MT of paddy sold through structured markets valued at US\$ 111,500,000.
- g) At least 60% of SHFs and SMEs accessing finance and other BDS services valued at over US\$ 6 million.
- h) At least 50% increase in the number of farming households using post-harvest technologies/facilities.
- i) At least 30% increase in adoption rate of target improved productivity technologies or management practices at farmer level
- j) At least 3 climate smart technologies and/or management practices introduced to paddy farmers.

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- k) EAC rice strategy developed and used by EAC member states to review/develop their National rice strategies.

EAC rice platform established and operational.

The implementation approach of CARI-EA Project is to build strong and sustainable business trading consortia led by processors/millers as anchor partner linked to Farmers Business Organizations e.g. Cooperatives; Input agro-dealers (i.e. suppliers of agricultural production enhancing technologies e.g. seed, fertilizers, agrochemicals and post-harvest handling technologies, etc.); Business Development Service providers (Extension, Mechanization, Financial and other services) and large distributors of rice products. This is facilitated through a matching grant facility with the private sector implementing partners. Furthermore, the project will work with large business entities currently invested in the rice importation business, to interest them to increase sourcing and marketing of rice produced locally in the EAC region. CARI-EA will focus on rice millers as the central drivers of the competitiveness levels required to substitute imports in addition to exploring ways to increase manufacturing of tertiary products from rice to expand markets.

The major envisaged outcome is that the supported SMEs processors will increase efficiency in local sourcing of paddy from smallholder farmers including quantity, quality and consistence in supply through village-based aggregation supported by contract farming model that will contribute to reducing transaction costs of the millers and increase the profitability of SHFs' enterprises, to facilitate sustainability beyond the current funding.

2. Objective of the Mid-term Review

The objective of this exercise is to assess CARI-EA project performance at the mid-point of project implementation focusing mainly on the project goal, primary and intermediate outcomes, and outputs.

The mid-term review will examine CARI-EA implementation against the hereunder criteria by addressing the following questions on relevance, effectiveness, value for money, sustainability and review of project risks and assumptions. The Consultant will develop a more detailed analytic framework of questions and sub-questions to carry out the review.

2.1 Relevance and strategic fit of the project:

To what extent the project objectives/outcomes are relevant to the needs of the beneficiaries? Specifically:

- Smallholder farmers, Matching fund grant partners, SMEs, millers and processors, Village agents and aggregators, National governments and their agencies, women, and youth

Were project methodologies and approaches in line with the project partners' capacities and expectations?

To what extent have the project's interventions so far contributed to promoting import substitution of rice in the EAC?

Should the project design and methodology be modified to improve its relevance in the remaining period? If so, how?

2.2 Project progress and effectiveness

To what extent has the project been making progress towards its planned objectives?



- What have been achieved so far?
- What are the major constraints so far?

To what extent has the project secured the commitment of the project partners and built-up community (at farmer level), National and regional ownership?

To what extent has the project ensured the interests of women and youth are fully taken into account in developing project outputs and carrying out project activities?

2.3 Efficiency of resource use: Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve CARI-EA outcomes?

Effectiveness of Management arrangements (including monitoring and evaluation)

Has the project received adequate political, technical, and administrative support from project administrators and funders? If No, why?

Was there a clear understanding of the roles and responsibilities by all parties involved?

How effective is communication between the project team, MGF Partners, AGRA and USAID? - What should be improved in the remaining period of the project?

2.4 Sustainability and Impact of Project

How effectively has CARI-EA been in building the necessary capacity of partners (people and institutions, implementing partners)?

How effectively has the project-built systems and structures for local ownership and capacity?

How likely is CARI-EA achieve its objectives in the remaining project period? What adjustments are required to ensure sustainability of outcomes?

2.5 Review of project risks and Assumptions:

What risks and assumptions were considered in the project design and implementation? What is the status of the project risks and assumptions? How did the assumptions/risks support the overall performance of the project?

How did COVID-19 pandemic affect the performance of the project? Where mitigation measures against COVID-19 effective?

2.6 Lessons Learned:

For every Outcome and Result area, the consultant will present summaries of lessons learned especially focusing on *What worked well and why*; and *what did not work well and why*.

The key indicators for measurements are summarized in the following table:

Indicators whose performance values should be established during the mid-term review are:



Indicator(s)	Approach and data elements to be collected
1) Level of rice import substitution (volumes of rice and value of import substitution)	Volumes of local rice (within EAC) that is fed into distribution channels serviced by imported rice/ incremental milled rice marketed within the national market/EAC market as proxy for import substitution. Crosschecking change in cleared milled rice/paddy at the port of entry in Kenya, Tanzania, and Uganda from the custom officials
2) Establish the total number of households receiving project support and proportion of household who have received more than one project benefit	Confirm number of farmers that have been reached with one or more project intervention(s). The survey will also establish the proportion of households who have received more than one benefit for purposes of discounting project data to avoid double counting.
3) Percentage change in rice producing household's income (\$) and SME profitability changes	Establish the gross margins of farmers and profitability of SMEs (MGF partners) benefitting from the project. Yield attained by farmers per ha. Cost of producing 1 unit of milled rice and the unit price.
4) Average yield (MT/ha) of rice (increase):	Establish change in productivity of rice; volumes of paddy harvested per unit area expressed as MT/Ha. This shall be based on farmer records and /or farmer recall
5) Gross margins per hectare/SME profitability changes:	Establish gross margins of farmers and change in profitability for SMEs (MGF partners) benefitting from the project Yield attained by farmers per ha
6) Rate of application (adoption) of target improved productivity technologies or management practices at farmer level:	proportion of farmers who are using improved technologies and/or management practices
7) Percent of total household produce sold through structured market facilities/arrangements:	Percent of sampled project beneficiaries who are selling their produce collectively or to a known market; also, proportion of those who procure inputs collectively
8) Percent of post-harvest losses (PHL)	Establish total losses especially during harvest and post-harvest activities, including storage
9) Percent of quantity aggregated through structured markets meeting minimum quality standards by buyers	Establish quantities of produce rejected on account of quality; also, quantities downgraded from one grade to another lower grade on account of quality



10) Percent of rice farming households with adaptive and coping strategies to shocks and stresses	Establish the proportion of households who have adjusted their production or marketing commodities in response to environmental and/or market shocks. These include adoption of early maturing/drought resistant rice varieties, use of insurance cover to mitigate production and marketing risk etc
11) Average fertilizer use (Kg/Ha)	Ratio of total number of farmers accessing fertilizer relative to the volumes of fertilizers used
12) Percent of quantity aggregated through structured markets meeting minimum quality standards by buyers	Establish quantities of produce rejected on account of quality
13) Quantity (MT) and value (\$) of target crops (paddy) sold through structured markets (nationally and across borders)	Review of project data with actual purchase and sales evidence from SMEs Establish the farmer paddy sold collectively (through established storage facilities or arrangements with off takers) or to a known market
14) Quantity (MT) and value (\$) of target crops (milled rice) sold through structured markets (nationally and across borders)	Review of project data with actual purchase and sales evidence from SMEs Establish the total milled rice volumes sold by millers to a known market
15) Percent increase in milling capacity utilization of rice millers	Establish the level of use of the total installed capacities for supported millers and calculate the difference since the grant was signed with the partner
16) % improvement in rice quality milled by processors	Establish the changes in quality of milled rice as proportion of whole grain, broken grain, foreign matter against EAC grain standards for rice (grades 1, 2&3)
17) % reduction in cost of sourcing produce by traders and processors	Establish the cost of doing business under collective procurement system by consortium partners/SMEs compared to convention non grain aggregation model.
18) Number of jobs created by SMEs receiving AGRA support along the focus value chains	Number of full-time equivalent jobs created by CARI-EA because of increased volumes handled by SMEs (including opportunities for VBAs), increased investments among Agro dealers among others
19) Percent of women farmers accessing agricultural related financing from financial institutions	Proportion of female project beneficiaries accessing finance
20) Percent of women with access to and control over productive assets as proxy for Women's Empowerment in Agriculture Index (WEAI)	Establish the proportion of women who have access to productive assets (access to land, decision over use of family lad, make decision over use of family income) as proxy for WEAI



21) Percent of farmers applying skills and knowledge as a result of AGRA capacity building interventions	Establish the proportion of project beneficiaries who are using knowledge, and skills acquired as a result of CARI-EA capacity building/training activities.
22) Number of regional rice strategies	Verify the EAC Rice strategy existence and how National Governments are using it to review/Develop own rice strategies. Review EAC Secretariat report on the grant
23) Number of rice platforms established	Establish the number of rice platforms set up by the project
24) No. of advocacy forums on rice policies in the EAC	Review project minutes and project reports that capture forums where rice policies were discussed. Assess the extent to which these policies have been implemented with support from CARI-EA

3.0 Methodology:

The assignment shall be undertaken through the collection and synthesis of primary qualitative and quantitative data from project beneficiaries and counterfactual evidence from non-beneficiaries. Sampled consortia shall be used to collect data from individual farmers, cooperative leaders, off takers, trainers and BDS providers. Village agents, representatives from partner organizations at grassroot level shall constitute the key informant interviewees. The exercise shall administer structured questionnaire especially to smallholder farmers, while other VC actors, the assessment shall use key informant interview guides and FGD guides. In order to present a wholistic project progress, the mid-term review shall incorporate the findings of reviewed monitoring data as contained in project reports and other key documents.

3.1 Sample sizes:

The sample size shall be drawn from

- a) Sampled farmer groups and other value chain actors from each consortium based on probability proportionate to size (PPS) for Kenya, Tanzania, and Uganda.
- b) The sampling should assure at least 95% data reliability/confidence level and confidence interval of 5.
- c) The consultant will design an appropriate sample size based on the reported project beneficiary numbers. The report of December 2020 captured the project beneficiaries at 99,848. The sampling design should take care of non-response cases and beneficiary distribution per country (Kenya, Tanzania and Uganda).

3.2 Data analysis and reporting:

The consultant should propose and appropriate data analysis options for both qualitative and quantitative data including how profitability, price sensitivity and gross margin data shall be analyzed and reported.

4.0 Timelines:



The assignment will be carried out in the months of **June through August 2021. However, the contracted days will be 20 and final report submitted by 30th August 2021.**

5.0 Consultant's Profile: Skills, Experience and Qualifications

- A minimum of a master's degree in Agricultural Economics, Agribusiness Management, Monitoring and Evaluation, statistics or any other related field.
- A minimum of 5 years' experience conducting evaluations and performance reviews and studies 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.
- Have working experience in the East African Community
- Evidence of having formed a multi-country team capable of working across EAC borders with diverse stakeholders.

6.0 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.

7.0 Intellectual Property

All information pertaining to this assignment (tools, interview guides, data, reports and others) which the Consultant may come into contact within 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.

8.0 Safeguarding:

The Consultant (s) 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.

9.0 Application Procedure

Application documents are required to be submitted online via email to: recruitment@kilimotrust.org before 5pm of 19th May 2021. 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).

