

## Terms of Reference for the evaluation of the project *Organic Markets for Development – OM4D (2017 – 2021)* funded by the Ministry of Foreign Affairs of the Netherlands (BuZa)

### 1. Evaluation Purpose

The purpose of this Evaluation is to inform IFOAM – Organics International and Agro Eco-Louis Bolk Institute, project team members, and BuZa about the performance of the partnerships, the collaborations, and the achievements of Organic Markets for Development (OM4D).

This Evaluation aims to describe and assess the quality of the implementation process as well as the results (at the output, outcome, and impact level, as feasible), as compared to OM4D's objectives. The specific objectives of the evaluation are to provide information about the performance of the OM4D project with respect to the following evaluation criteria:

- Relevance - Assess the extent to which organic agriculture and markets is a promising pathway out of poverty and malnutrition in the countries concerned and the extent to which the OM4D project conforms to the needs and priorities of the target groups (producers and consumers), as well as to the policies described in policy documents of BuZa, the African Union (AU), particularly the EOA Initiative, as well as to SDG 2 targets.
- Coherence - Describe and assess the compatibility of the intervention with other interventions in the countries, sectors and institutions. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort
- Efficiency - Assess the cost-effectiveness of the project. This refers to the extent to which the costs of the OM4D project can be justified by its results and expected impact.
- Effectiveness – Assess the extent to which the OM4D project has achieved its objectives, taking their relative importance and duration into account.
- Impact – The evaluation shall mention any impact of OM4D, including -as far as it is possible- after the implementation period. In addition, the evaluation shall assess the totality of effects of the OM4D project, including both positive and negative, intended and unintended effects.
- Sustainability – Assess the likely continuation or longevity of the benefits from the OM4D interventions after its termination.
- Stakeholder involvement – Assess the extent to which various stakeholders have been involved as well as the effect of their involvement on the project.
- Cross-cutting issues – The evaluation shall address the following cross-cutting issues: gender, climate, conflict, youth and nutrition, where and to the extent relevant for the OM4D project.

More specifically, the purpose or intended use of the evaluation is to:

- Inform BuZa, IFOAM and its partners about the quality, the performance and the progress of the OM4D-project from 2017-2021; what has worked well, less well and not; what have been the results in relation to the objectives; and what has been the overall likely impact of the project.
- To provide recommendations for scenarios of upscaling agroecology and organic agriculture and markets as a continuation of the current phase.
- To come up with suggestions for better sustainability of the project outcomes in a future phase
- Provide recommendations for potential improvement and how project implementation may be adjusted and improved for similar projects.

## 2. Background of the project OM4D

In 2017, the Netherlands Ministry of Foreign Affairs approved the Organic Movement for Development (OM4D) project. This pilot project covers a 4-year period and is implemented by IFOAM – Organics International and Agro Eco - LBI in four countries: Burkina Faso, Ghana, Sao Tome, and Togo. OM4D links with, supports the Ecological Organic Agriculture Initiative (EOAI) that was launched by the African Union in 2014, and complements interventions under this initiative. OM4D contributes to sustainable development in West Africa and the achievement of Sustainable Development Goals (SDGs), mainly SDG 1 (No Poverty) and SDG 2 (Zero Hunger) but also SDG 3 (Good Health, SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production) and SDG 13 (Life on Land) . It strengthens the resilience of people and their ability to protect themselves from the negative impacts of worsening external conditions and shocks.

The expected results of the project are structured around specific targeted actions (Outputs) that aim at improving smallholder farmers' livelihoods and living conditions by improving their access to existing organic market systems or by creating new market systems, in a holistic manner. These project components are:

- **Competent organic institutions that facilitate growth and expansion in the organic sector:** the four national umbrellas get organized, are strengthened to bring together a wide range of stakeholders including representatives from the Civil Society, Private and Public Sectors to discuss and decide on the major issues to be addressed/advocated for at national levels.
- **Established local food systems foster local organic domestic markets:** the stimulation of the organic domestic market through promoting local, direct market systems. These integrate the interests of farmers and consumers in order to secure better incomes for smallholder farmers and access to healthy food and balanced diets for all.
- **Increased acreage with organic practices and organic trade volume through market demand:** The development of high impact value chains for the international market aims at improving the practices and increasing the incomes of smallholder farmers and other actors engaged in the VCs. Through the application of agro ecological principles, more sustainable

use and conservation of natural resources is ensured and the acreage of land with organic farming practices is increased.

- **Policies fostering organic market development with inclusion of the poor are promoted at national and international levels:** coordinated advocacy efforts lead to a better understanding of the needs and requirements of the respective countries and influence positively policies and laws. Successful methods and tools applied within this project will be showcased for recognition and replication. Relevant international processes are observed and influenced to improve the position of poor exporting countries.

The project is administered in accordance with the grant decision concerning “Organic Markets for Development”, activity number 400000806, issued by the Ministry of Foreign Affairs of the Netherlands. The project started in October 2017, with a budget of € 2, 747, 859, and is expected to reach completion in January 2022. The implementation of the project is supported by specialists in the organic sector who act as resource persons for specific outputs of the project. Each Output is headed by a lead expert and receives input by a number of other experts according to needs. Output 1 and 3 are headed by experts from AgroEco – LBI and Output 2 and 4 by experts from IFOAM – Organics International. Lead experts facilitate the smooth implementation of the project activities, provide the necessary training and coaching and coordinate with the coordinator of the project. Regular reporting of the provided trainings / activities are provided. Lead experts are responsible for the timely monitoring of the activities within their Outputs, and also participate at the regular management meetings and give their input in relation to the activities implemented in the respective years.

### 3. Methodology

The overall approach and method for conducting the project end evaluation should comply with international evaluation quality standards (DAC Evaluation Standards). The evaluator is expected to frame the evaluation effort using the five standard criteria of relevance, efficiency, effectiveness, impact, sustainability and additionally look into coordination and coherence, and stakeholders’ involvement. Cross-cutting issues are also to be included in the overall evaluation effort. A set of guiding questions covering each of these criteria have been drafted and are included in point 4. of this TOR.

The evaluation must provide evidence-based and empirical information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the team of IFOAM – Organics International and its partner Agro Eco - LBI that steers and implements the project including the lead experts, the national stakeholder counterparts including but not limited to National Organic Agriculture Movements (NOAMs), PGS groups, government representatives, groups of beneficiary smallholders, and in particular the OM4D country teams, and other key stakeholders. The evaluator is expected to conduct field missions in Ghana, Burkina Faso and Togo in some of the following project sites (final selection should follow comprehensible criteria):

- (i) North of Ghana: three (3) villages East of Mole Park: Murugu, Bawena and Gurubagu, and PGS members close to Accra,
- (ii) Burkina Faso: four (4) communities and villages including but not limited to Toudou, Koubri, Koumbo, and Neboun. The Toudou community village is located 70 km SSE from Ouagadougou

on the N5. The other communities are located 160 km SSW from Ouagadougou on the N6. And PGS farmers around and PGS markets in Ouagadougou,

(iii) Togo: various communities, around Notsé on the N1 north, producing pineapple and towards Kpalimé, growing PGS vegetables, on the Western highway.

Interviews shall be held with a wide range of stakeholders including but not limited to the communities in the areas targeted by the project, IFOAM-OI project management team, Agro Eco, country teams, NGOs and private businesses the project collaborates with, bilateral and multilateral development agencies, and government representatives at local and national levels.

The evaluator will review all relevant sources of information, such as the project proposal, project reports including annual analytical reports and financial reports, project budget revisions, progress reports (quarterly reports from local teams), field mission reports, relevant national documents, legal documents, and any other materials that the evaluator considers useful for the evidence-based assessment. [A list of documents that the project team will provide to the evaluator for review is included in this TOR].

It is expected that the evaluator describes and justifies an appropriate methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis shall be outlined and fully presented in the brief inception report.

#### **4. Guidance Questions**

The Guidance questions listed below, which were developed in a participative manner, draw attention to issues which particularly need to be taken into account. They are of special interest in this evaluation. The responses to the guiding questions are supposed to be presented under the corresponding chapters of the report in accordance with their content. If necessary, separate sub-chapters should be inserted.

- 1) Did the identified interventions of the project meet the needs of the target groups (producers and consumers) in the countries and can organic agriculture be considered a valid tool for development?
- 2) At what extent have the interventions of the project led to an improvement of the economic situation of the target group? (has there been a spill-over to people who did not benefit directly?)
- 3) Were the selected high impact value chains for the international organic market in each country appropriate to achieve the target of increasing income of producers and VC actors target groups need and to the geographic conditions?
- 4) What is the level of knowledge and skills of relevant stakeholders about the organic sector in the respective countries? Do they have a vision and/ or plan for the future of their countries in regard to the organic sector?
- 5) Was the cost/benefit - ratio appropriate for country specific conditions?
- 6) Have the stakeholders been involved and encouraged to take ownership in relevant supported processes by the project? How does this ownership look like?
- 7) How could future scenarios on upscaling agroecology and organic agriculture and markets look like?

## 5. Organisation of the evaluation management

This Evaluation is commissioned by IFOAM – Organics International. The intended users are IFOAM – Organics International staff, AgroEco – LBI staff, locally employed staff, and the Ministry of Foreign Affairs of the Netherlands. The selected intended users of the evaluation form the steering group which has contributed to and agreed on the TOR for this evaluation. The role of the steering group is to provide input, information, assist with setting up of interviews etc. to the Evaluation Team as well as to approve the inception report and the final report of the evaluation together with IFOAM – Organics International. The steering group will be participating in the start-up meeting of the evaluation as well as in the debriefing workshop where preliminary findings and conclusions are discussed.

The review is ideally conducted by a mixed team of an international expert in the organic sector, value chains and rural development and national evaluators familiar with sustainable, climate smart agriculture and value chains in the countries concerned. The period for the evaluation is planned for September to November 2021. (see also under point 6).

## 6. Time schedule and deliverables

The schedule of the evaluation should be included in the Inception Report, discussed, and validated. Due to unforeseen security or public health-related aspects, local adjustments of the schedule might be necessary. Currently, the foreseen schedule for the field missions in Ghana, Burkina Faso and Togo is 1<sup>st</sup> and 2<sup>nd</sup> week of October 2021.

### The deliverables shall include:

- Inception report
- Main evaluation report (approx. 40 pages, English) plus annexes. The final version of the main report is to be submitted electronically both in PDF and in a format, which can be edited. The main report may contain a maximum of 5 pictures with direct explanatory notes. Otherwise a separate annex should be provided.
- The final debriefing should include the preliminary findings, lessons learnt and action points to move forward to be presented to the entire team and discussed with the steering group. The most important results of this final discussion (consensus/disagreement) are to be documented.

The evaluation shall fall within the specified three months, from September to November 2021.

This Evaluation is commissioned by IFOAM –Organics International in close cooperation with BuZa.

| Deliverable   | Involvement of whom?                           | Timing  |
|---|--|---|
| Kick-off meeting (discuss proposal and timeline)          | Evaluation team, steering group                | 1 <sup>st</sup> week of September                   |
| Draft Inception Report                                    | Evaluation team                                | 2 <sup>nd</sup> week of September                   |
| Comments on draft Inception Report                        | Steering group                                 | 3 <sup>rd</sup> week of September                   |
| Final Inception Report                                    | Evaluation team, steering group to approve it  | 4 <sup>th</sup> week of September                   |
| Field mission (except STP)                                | Evaluation team, country teams                 | 1 <sup>st</sup> and 2 <sup>nd</sup> week of October |
| Draft Evaluation Report                                   | Evaluation team                                | 3 <sup>rd</sup> week of October                     |
| Comments on draft Evaluation Report                       | Steering group                                 | 4 <sup>th</sup> week of October                     |
| Presentation of main conclusions of the Evaluation Report | Evaluation team, country teams, steering group | 1 <sup>st</sup> week of November                    |
| Final Evaluation Report                                   | Evaluation team                                | 3 <sup>rd</sup> week of November                    |

## 7. Team qualifications

The evaluation team should have the following competencies:

For the team leader: relevant academic background with experience on evaluation of similar projects, relevant experience working on sustainable agriculture, international trade, food security, behavioral change and poverty reduction. Specific knowledge about organic agriculture will be considered an asset.

For the team members/regional experts (max. 2): a sound knowledge of the local and regional contexts, with experience in food and nutrition security and ideally also in organic agriculture.

The team member(s) shall provide relevant references and successful records of the last 8- 10 years. It is important that the competencies of the individual team member are complimentary. It is highly recommended that a local consultant (s) is included as the team member. Added value is a gender balanced team. The evaluation team must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation. French and English language skills are a pre-requisite.

## 8. Application process

Applications are to be submitted by **20<sup>th</sup> of July, 2021** to the contact person (see point 9). The proposal shall include all the evaluation team members and be structured as follows:

- Cover page with name and contacts of the consultants proposed for the evaluation team
- Interpretation of the mandate
- Proposal of relevant evaluation questions (according to the evaluation areas defined in chapter 4 of this TOR; questions will be discussed and finalized at the inception meeting/call)
- Methodology
- Timeline
- Budget
- Consultants' expertise
- Annexes: CVs, including a note on possible conflicts of interest
- The consultancy proposal should not exceed 20 pages (excluding annexes).

## 9. Resources and contact persons

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A maximum of 38.000,- Euro is available, including all the operational costs of the evaluation team.

Contact person at IFOAM: Antsa Razafimbelo, Senior Project Coordinator, email: [a.razafimbelo@ifoam.bio](mailto:a.razafimbelo@ifoam.bio). IFOAM-Organics International, 5 Charles-De-Gaulle-Str. Bonn 53113.

## 10. Annexes

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- a) Logical framework,
- b) List of documents to review,

## ANNEX 1: Project Planning Matrix (Logical Framework)

### 8.1 Project Planning Matrix (Logframe)

|                                   | Results chain   | Indicators  | Sources and means of verification  | Assumptions   |
|-----------------------------------|---|---|--|---|
| Overall goal: Impact              | Organic farming and market systems enable smallholder farmers to improve their living conditions.                                     |   |  |   |
| Specific objective(s): Outcome(s) | Outcome A: Competent institutions that facilitate growth and expansion in the organic sector  | A.1 Four National Action Plans (NAPs) adopted by the organic umbrella organizations in 2020<br>A.2 The capacities of the four key institutions have enhanced<br>A.3 Increased knowledge, better skills and attitudes in the national organic sectors                            | <ul style="list-style-type: none"> <li>▪ Four NAPs at hand</li> <li>▪ 5 C's assessments + plans</li> <li>▪ Tests, interviews, evaluations, development plans</li> <li>▪ monitoring reports</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Political situation is conducive</li> <li>▪ No natural disasters (floods, drought, famines, etc.) occur that delay the progress of the intervention</li> </ul> |
|                                   | Outcome B: Established local food systems promote the organic domestic markets  | B.1 At least 16 PGS-type food systems (farmer markets, outlets, hotel/restaurant supplies, etc.) are functional in 2021<br>B.2 Income of 8.000 farmers has increased by 50% and 40.000 consumers buy organic products<br>B.3 Consumer awareness has risen by end of the project | <ul style="list-style-type: none"> <li>▪ Base – and endline surveys, interviews and FGD</li> <li>▪ Media coverage + Photo documentation</li> <li>▪ 5 C's assessments for PGS groups</li> <li>▪ Consumer survey</li> <li>▪ Monitoring reports</li> <li>▪</li> </ul> | <ul style="list-style-type: none"> <li>▪ Influential companies of conventional agriculture oppose / lobby against development of organic sector</li> </ul>  |
|                                   | Outcome C Increased acreage with organic practices and organic trade volume through market demand                                     | C.1 Four High-impact Value Chains developed in 2020<br>C.2. Income of 50.000 smallholder farmers (35% women) has increased by 50% by 2021 and food security improved<br>C.3.Trade volume and/or acreage in organic Value Chain on average doubled                               | <ul style="list-style-type: none"> <li>▪ Statistical data (farmers lists and traded volume)</li> <li>▪ Household Food Insecurity Access Survey (HFIAS)</li> <li>▪ Monitoring reports (Akvo Flow)</li> </ul>  | <ul style="list-style-type: none"> <li>Media interest in health issues (food systems, farming, etc.)</li> </ul>   |
|                                   | Outcome D: Policies fostering organic market development with inclusion of the poor are promoted at national and international levels | D.1. Advocacy Plans in all countries are adopted and implemented<br>D.2. PGS recognized as M4P tool<br>D.3. # of policies including of organic  | <ul style="list-style-type: none"> <li>▪ 4 Advocacy Plans</li> <li>▪ Media coverage</li> <li>▪ Policies / laws</li> </ul>  |   |



|         |   |  |  |   |
|---------|---|--|--|---|
| Outputs | Output 1: Four national organic umbrellas provide regular services in private-sector dialogue, coordination, sector support and other identified areas.             | <p>1.1. National Action Plans (NAPs) developed by the end of 3<sup>rd</sup> year</p> <p>1.2. Participation of at least 100 key persons in capacity leadership program (40% women)</p> <p>1.3. Four institutions (1 in each country) are strengthened</p> <p>1.4. Participation and # services provided</p>       | <ul style="list-style-type: none"> <li>▪ Action Plans</li> <li>▪ OLC certificates and alumni networks</li> <li>▪ 5 Cs Assessments + capacity development plans</li> <li>▪ Member directory</li> <li>▪ Documentation of workshops/SC Meetings, etc.</li> <li>▪ Convener reports</li> <li>▪</li> <li>▪ Baseline and Feasibility Study</li> <li>▪ Reports about PGS groups, FGDs</li> <li>▪ Marketing Plans</li> <li>▪ Documentation exchange visits</li> <li>▪ Consumer campaigns and events pictures/reports/media coverage</li> <li>▪ Convener Reports</li> <li>▪</li> <li>▪ VC and M4P analyses</li> <li>▪ Base- and endline study</li> <li>▪ Actions Plans</li> <li>▪ Interviews, FGD</li> <li>▪ Documentation trainings/exchange tours</li> <li>▪ Monitoring reports (Akvo Flow)</li> </ul> | <p>Media has freedom to report</p> <ul style="list-style-type: none"> <li>■ Civil society can act freely</li> <li>■ Organic regulation development process continues in EU, USA, Japan, Switzerland., Canada and Korea</li> </ul> |
|         | Output 2.: PGS is established as a food system linking 8.000 producers more directly with consumers   | <p>2.1. Feasibility studies in all countries at hand by 2018</p> <p>2.2. Two South-South exchange visits</p> <p>2.3. Trainings conducted and PGS Initiatives established</p> <p>2.4. Marketing Plans (consumer campaigns, events, promotions, etc.) put in place by 2019</p> <p>2.5. Final PGS Workshop held</p> | <ul style="list-style-type: none"> <li>▪</li> <li>▪ VC and M4P analyses</li> <li>▪ Base- and endline study</li> <li>▪ Actions Plans</li> <li>▪ Interviews, FGD</li> <li>▪ Documentation trainings/exchange tours</li> <li>▪ Monitoring reports (Akvo Flow)</li> </ul>  |   |
|         | Output 3: Four export oriented value chains demonstrate a strong benefit for a large number of smallholder farming families   | <p>3.1. Four VC + M4P analyses conducted</p> <p>3.2. 60 VC actors and at least 8 VC coaches are trained by 2020</p> <p>3.3. Eight study tours among the countries are conducted</p>  |  |   |
|         | Output 4: Coordinated advocacy efforts at the national and international levels promote policies that are more conducive to the interest of the smallholder farmers | <p>4.1. Four Advocacy Plans developed.</p> <p>4.2. No and types of policy processes influenced</p>   | <ul style="list-style-type: none"> <li>▪ Advocacy Plans</li> <li>▪ convener and project reports</li> <li>▪ Reports or media coverage of the events and campaigns</li> <li>▪ Outcome documents of relevant events and policy processes</li> </ul>   |   |

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A1.1. Detailed stakeholder analysis including needs and capacity assessments

A1.2. Capacity Building plan to improve leadership of organic key institutions and persons (Leadership Course IFOAM-Organics International)

A1.3. Development of a multi-stakeholder national action plan

A 1.4. Regional and international collaboration

A 2.1. Identify already existing & support new PGS initiatives including training of leaders and facilitators

A2.2 Support local initiatives and other organic stakeholders in raising consumer awareness within their country

A2.3 Strengthening regional and global PGS networks and alternative assurance systems

A3.1 Identification of one high impact value chain and conduct of a VC and M4P analysis

A3.2 Facilitation and development of 1 high impact value chain per country

A3.3 Capacity building, network creation and policy dialogue for key identified stakeholders

A4.1. Development of an advocacy plan implemented on 3 levels: 1) observation, 2) participation in key discussions, 3) lobby for policy changes in key processes

A4.2. International advocacy and knowledge sharing campaigns

A4.3. Showcase key lessons with documented evidence for the international community

A4.4. Participation at conferences, meetings and other advocacy events

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**Means:**

*See budget*

**Costs**

*See budget*

## ANNEX 2: List of project documents

- Project Document
- BUZA Grant Decision,
- Interim Report Year 1, Year 2, Year 3
- Financial Report Year 1, Year 2, Year 3
- Quarterly reports Year 1, Year 2, Year 3
- Baseline Analysis and metadata
- Endline Analysis and metadata
- Stakeholders Analysis
- OM4D Management Process
- Initial Budget, Current budget and expenditure
- OM4D Contracts (Agro Eco, CNABio, Consultancies, etc.)
- Management Meeting Minutes
- Project, NAC, Workshops and training presentations
- Workplan Year 1, Year 2, Year 3, Year 4
- Mission reports
- Studies and publications
- OLC Development Plans
- Seminars, Workshop, training materials