



Terms of Reference (ToR)

Endline Evaluation for the SUFFBS Project

Scaling up Farmer Field and Business School Globally (SUFFBS)

Project period: July 2022 – June 2025

Approved by.

Signed by: 4/8/2025
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Background

The Scaling-Up Farmer Field and Business Schools – Uganda (Scaling-Up FFBS – Uganda) is a three-year project (July 2022 – June 2025) funded by Sall Family Foundation, with a total budget of USD 1,000,000. The project has been implemented by CARE Uganda, in partnership with Joint Effort to Save the Environment (JESE), district local governments and private sector actors. The initiative operates in Southwestern Uganda, covering Kyenjojo and Kyegegwa districts, with an expanded vision for national adoption, specifically covering 27 sub-counties and 7 town councils. These locations are demonstration locations; the scale up has a national focus, while radiating from these 2 districts. The project supports smallholder farmers, particularly women and youth, to improve their agricultural productivity, household incomes, market access, and resilience to climate change.

Project Objectives and Scope

Scaling up FFBS Project interventions in Uganda was planned to contribute to the long-term program global outcome/objective of ensuring strengthened capacity **of 25 million-small scale producers** who are members of groups are targeted through the FFBS approach. Specifically, CARE International in Uganda (CUGA) anticipated reaching **5,515,572** and **27,577,855** indirect participants as a contribution to the overall objective within a period of 3 years. CUGA planned to deliver this objective through engaging in national and local government advocacy with focus on scaling the use of FFBS to build the production capacity of farmer groups and producer marketing groups and support them to access input and output markets, advisory services and financial services from government and other financial institutions by implementing four Pathways. **Pathway #1 Expanding FFBS, Pathway #2 Deepening FFBS, Pathway #3 Connection to global markets and Pathway #4 Governments adoption.** Pathways 1 and 2 have been implemented alongside each other simultaneously. While Pathway 3 was planned to begin in Year 2 of this project and Pathway 4 activities were planned to run from year 1 to year 3. The key outcomes planned to be measured out of these proposed interventions included

- i) Building capacities of small-scale producer groups in gender transformative sustainable practices e.g. increasing the soil capacity to absorb and store moisture (green water), rainwater harvesting/ storage, wastewater reuse, and supplementary small-scale irrigation,
- ii) Increasing adoption of good agricultural practices such as crop rotation, composting, soil retention, and water-smart agriculture,
- iii) increasing farmers' income, productivity, resilience, adaptation to climate change, nutrition, and gender equality by expanding market opportunities, diversification, better access to services that improve their competitiveness in the markets, and
- iv) leveraging additional funding opportunities and structures through documenting and sharing of best practices and lessons.

Key Activities and Components

The project operates through four strategic pathways:

1. Expanding FFBS to more farmers and producer marketing groups (PMGs).
2. Enhancing the FFBS model to include livestock value chains and innovative climate-smart techniques.



3. Facilitating producer groups to access international markets through certification and value addition.
4. Advocating for the adoption of FFBS within government agricultural policies.

The project works with multiple stakeholders, including:

- CARE Uganda (lead implementer providing technical guidance and oversight).
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Food and Agriculture Organization (FAO)
- District Local Governments of Kyenjojo and Kyegegwa (supporting agricultural extension services).
- Local partner organization (JESE) (implementing field activities and farmer training).
- Private sector partners; National Organic Agricultural Movement of Uganda NOGAMU (supporting PMG accreditation, certification and global market linkages).
- Research institutions **National Agricultural Research Organization**. (NARO, Mountain of the Moon and Busitema University) (providing technical insights on climate-smart agriculture and livestock management).

Target Beneficiaries

The program participants include women farmers and young farmers whose principal source of income is small-scale production both agriculture and animal husbandry. The project will include direct participants through vertical scale up (institutionalization of FFBS through advocacy) to directly reach **3,674,752** (20% of the government’s Parish Development Model (PDM) program target) and expanded to target **1,840,820 (through CARE Uganda programs)** (horizontal scale up) **participants (70% of these being women and 30% men)** over the course of the three-year program. Direct participants will include the PMGs participant farmers, LPGs farmer participants, and people reached through: i). VHTs, ii). Health Workers, iii). Women Leaders, iv). Role Model Men, v). Group members supported fairtrade certification, vi). Civil society actors are reached through advocacy and training from CARE. Indirect participants include household members of the project participants. One way communication indirect reach is defined as community members reached through radio series, mass messaging campaigns and commemorating international days and community members that learn from farmers who are direct participants in the program. For FFBS reporting, all household members will be reported as direct.

Vertical Scaleup (Institutionalization of FFBS through advocacy)		Horizontal Scaleup (Through Expansion to CARE Programs)	
Direct participants	Indirect participants	Direct participants	Indirect participants
3,674,752	18,373,755 (Based on HH size of 5)	1,840,820	9,204,100 (Based on HH size of 5)



Project Geography

The project has been implemented in Southwestern in the demonstration location Districts of Kyenjojo and Kyegegwa. It targeted lower local government administrative units of 27 sub counties and 7 town councils within the 2 districts.

The Value Chains

The major crop value chains include coffee, maize, beans, potatoes and horticulture. Within the crop production sector, the project has worked with 55 producer groups to build small scale farmers' capacity in adopting water and climate smart agricultural technologies, access to finance, business planning, facilitating their linkages to private sector actors for quality production, value addition and market access. Livestock value chains include dairy, goat, piggery, poultry and rabbits. Under livestock, the project has supported 20 livestock groups to build their capacity in proper livestock management practices that focused on increasing productivity of livestock with attention on proper nutrition, pest and disease management, product quality management and breed improvement.

Core Project Activities by Outcome

Pathway 1&2: Expanding FFBS to more farmers and producer marketing groups (PMGs) and 2 Enhancing the FFBS model to include livestock value chains and innovative climate-smart techniques.

Intermediate Outcome 1: 55 PMGs and 20 LPGs capacitated in gender transformative and sustainable agricultural practices

Below were the activities undertaken:

- Identified, profiled, and registered 55 PMGs in the two districts and 20 LPGs.
- Conducted FFBS training for 50 program staff across CARE programs.
- Trained 90 Community Based Trainer (CBTs) on the FFBS curriculum and identified and set up 55 demonstration sites for climate-smart and adaptive agriculture technologies for four seasons.
- Trained 55 CBTs on farmer digital applications to support data collection, monitoring, and sharing of information.
- Trained 20 LPG group representatives on the FFBS livestock model for selected enterprises such as small ruminants, piggery, and poultry by the FWS advisor and the livestock technical staff as an activity tied to Pathway 2.
- We conducted seasonal radio series to disseminate early warning and advisory services to the target communities at the beginning of every season, while radio series were used to reach out to the communities with early warning messages.
- As part of scaling up the FFBS, facilitated commemorative events during the project period (IWD, Father's Day, World Food Day, Environment Week, and 16 Days of GBV Activism).
- Conducted climate vulnerability and capacity assessments.
- Conducted a gender analysis study and staff capacity building.
- Trained Community-Based Trainers (CBTs) in FFBS.
- Set up 90 demonstration sites for climate-smart agriculture technologies.
- Distributed smartphones and conducted digital training for 90 CBTs.



- Facilitated gender dialogues, leadership, and psychosocial support for women and Male Action Groups (MAGs).
- Created awareness through campaigns (e.g., Men in the Kitchen).

Intermediate Outcome 1.2: Increased net income and reduced food loss and waste. Below were the activities undertaken:

- Conducted household nutrition assessments.
- Trained Collective Marketing Committee representatives on post-harvest handling and value addition.
- Trained 50 new VHTs on nutrition best practices, including handling and proper preparation of nutritious foods.
- Conducted FFBS radio series on nutrition best practices, facilitated old and new 100 VHTs to conduct nutrition awareness sessions—especially proper food preservation and feeding practices at the household level—reaching 20,000 people and making referrals to health centers.
- Conducted FFBS radio series biannually to create awareness on nutrition best practices, while 30 health workers were trained on food preservation and nutrition best practices to carry out awareness campaigns in the health centers.
- Procured and distributed vegetable seeds to establish 40 group demonstration nurseries at the sub-county level to supply kitchen gardens to households for new project sites for one season.
- Printed IEC materials on WASH and Nutrition messages for use in awareness creation by 150 VHTs. This IO was supported by IO1.4 to promote better market opportunities and market linkages.

Intermediate Outcome 1.3: Increased access to financial services for women and capacity to manage their businesses. Below were the activities undertaken:

- Conducted 10 quarterly group monitoring and follow-ups to backstop FFBS groups on access to finance.
- Facilitated quarterly registration of 75 mature FFBS groups with government authorities, linking them to government programs for funding, focusing on women and youth.
- Facilitated the linkage of 75 PMGs to access financial services from formal financial institutions to boost their enterprises, including agricultural loans and special interest group loans from banks such as Post Bank, Centenary Bank, and government institutions like the Microfinance Support Centre.

Intermediate Outcome 1.4: Enhanced engagement of the private sector in value addition and market linkages with a focus on women. Below were the activities undertaken:

- Conducted gendered value chain analysis using the market system development model to enhance market access and linkages under this project.
- Facilitated farmers' participation in input and output market platforms at district, national, and regional levels, organized by the Uganda National Farmers Federation and in conjunction with the National Agricultural Research Organization through Zonal Agricultural Research and Dissemination Institutes and NOGAMU.

Intermediate Outcome 1.5: Promoted women's leadership, men and boys' engagement, and access to resources by women. Below were the activities undertaken:



- Conducted a gender analysis study and gender capacity building for staff and partners.
- Trained 100 new Role Model Men (RMM).
- Facilitated training on GTAs, including Social Analysis and Action, and conducted monthly gender dialogues with farmer groups and other community groups.
- Facilitated gender and FFBS tools target 200 RMM (both new and old).
- Supported 200 RMM in conducting mentorship sessions to reach 4,000 MAG (Male Action Groups) members (1,000 new MAG members, 3,000 old MAG members).
- Conducted 3-day training for 50 women in leadership and psychosocial support in the communities, including mentoring and coaching other women.
- Conducted a 3-day training for 100 new RMM on the male engagement approach.
- Supported 200 RMM (100 old, 100 new) in conducting quarterly awareness campaigns through “Men in the Kitchen” campaigns.
- Facilitated 50 women leaders to conduct outreach sessions to mentor women leaders on leadership skills (12,500 old, 7,500 new).

Pathway 3: Facilitated producer groups to access international markets through certification and value addition. Below were the activities undertaken:

- Certified 10 PMGs to participate in global markets.
- Mapped and established joint partnerships with eligible private sector actors already connected to global markets and trading in marketable value chains.
- Profiled, registered, and built the capacity of individual farmers and groups on global quality standard requirements.
- Supported farmers’ capacity in value addition.
- Linked farmers to regional and global market spaces.

Pathway 4: Advocated for the adoption of FFBS within government agricultural policies.

Below were the activities undertaken:

- Trained an additional 40 stakeholders on the FFBS model for promotional purposes.
- Supported four women groups to advocate for the FFBS model through their district council meetings and budget planning cycle.
- Advocated for budget allocation towards the implementation of the FFBS model and policy changes around land ownership by women and other barriers to gender equality.
- Spearheaded the formation of a Technical Working Advisory Group (TWAG).
- Built the capacity of 400 resource persons in the FFBS model across all country office programs, including humanitarian, GTAs, gender justice, and climate justice.
- Conducted government action research, partnership engagement, and facilitated government line ministries of Agriculture, Gender, Labour, and Social Development to orient them on the FFBS model components (Facilitation, Agriculture, Marketing, Gender, Nutrition, and M&E).
- Conducted capacity building for government authorities and officials in the target districts on the FFBS model, facilitated advocacy engagements, and documented and disseminated best practices.

Project Management & Learning (MEAL Activities)

Below were the activities undertaken:

- Conducted a baseline survey, midterm review, and endline evaluation.



- Conducted routine monitoring, quarterly knowledge-sharing, and accountability meetings.
- Conducted joint field missions with stakeholders.
- Conducted annual training and quarterly meetings with partners.
- Conducted internal spot checks for partners.

Project Key performance Indicators (KPIs.)

The following are the project global indicators that the evaluation is expected to contribute to. While these are global, project specific indicators are included tailored to the project.



Level	Global Indicators	Project Specific
Impact	% increase in net income of FFBS producers % increase in yield for FFBS producers % change in livelihood resilience for FFBS Households % increase in HH dietary diversity % increase in women in leadership positions	Increasing Food and Nutrition Security for women smallholder farmers in Uganda
Outcome: Income	Total agricultural/livestock/fisheries production sold (disaggregated by market including local markets and certification) % of producers who reduced production loss % of producers reduced production inputs cost	<p>Pathway 1 and 2 Expanding and Deepening FFBS</p> <p>Outcome 1: 419 PMGs and 20 LPGs capacitated in gender transformative and sustainable agricultural practices</p> <p>% of women and men reporting net income increase</p> <p>Increased yields per unit area</p> <p>Minimum Dietary Diversity (Women 0-49 and Children 6-23 months)</p> <p>Outputs</p> <p># of groups Identified, Profiled and registered</p> <p># of MOUs signed with governments and stakeholders</p> <p>Increased adaptive capacity among HHs and communities dependent on small scale food production</p> <p># of Extension workers trained on the FFBS model</p> <p>% of HHs reporting changes in receipt of extension, information and advisory services</p>



Level	Global Indicators	Project Specific
		<p># of Community Based Trainers (CBTs) trained on FFBS (disaggregate new refresher training)</p> <p># of demonstration sites set up for climate smart and adaptive agriculture technologies for 6 seasons</p> <p># of CBTs trained on farmer digital applications to support monitoring and sharing of information</p> <p># of FFBS CAHWs (CBLF'S) trained on FFBS livestock model on selected enterprises</p>
Productivity	<p>% of producers adopted at least three improved practices and technologies related to livestock rearing/pisciculture/sustainable agricultural/forestry</p> <p>% of producers diversifying their crop/livestock/fisheries/forestry production</p> <p>% producers adopting improved post-harvest management practices</p>	<p>Outcome 2: Increase in producers' net income and reduce food loss and waste</p> <p>Food waste index</p> <p>Food loss index</p>
Resilience	<p>% of households who enhanced adaptive capacities</p>	<p>Outputs</p> <p># of VHTs trained on nutrition best practices</p> <p># of integrated radio series aired</p> <p># of people reached by VHTs with nutrition messages</p> <p># of health workers trained on nutrition best practices</p>



Level	Global Indicators	Project Specific
Nutrition	% women who consume at least 5 out of 10 defined food groups (MDDW) % of households consuming vegetables from household production	Outcome 3: Increase access to financial services by women % of women who are active users of financial services (disaggregated by informal and formal services)
Gender Equality	% of women FFBS producers accessed need-based market information % of women producers with control over core set of productive resources (land, inputs, tools) % of women producers participating in decision making at HH level (production, marketing, financial) % women with increased capacity to perform economic activity % of people (women & men) who have meaningfully participated in formal and informal decision-making spaces % of people (women & men) who could work collectively with others to achieve common goals % men who spend time on unpaid domestic care work % of women with confidence in own communication and negotiation skills	Outputs # of CBTs trained on VSLA methodology and strategic planning management # of quarterly group monitoring conducted # of groups registered and linked to government programs # of PMGs accessing financial services from formal financial institutions # of early warning advisory sessions provided to PMGs Outcome 4: Engagement of private sector in value addition and market linkages with a focus on women % of women farmers that have partnered with or connected to market operators Outputs # of CMCs trained on Post Harvest Handling



Level	Global Indicators	Project Specific
		<p># of farmers participating in input and output market platform at district, national and regional level</p> <p>Quantity of produce procured</p> <p>Outcome 5: Promote women leadership and access to productive resources and support services</p> <p>% of women and girls who report confidence in their own negotiation and communication skills</p> <p># of new, amended or better implemented policies, legislation, multilateral agreements, programs and or budgets influenced by the voices of or actions taken by women and girls</p> <p>Outputs</p> <p># of staff and partners who attended the gender capacity building and SAA</p> <p>Proportion of the resource team that demonstrate 80% competency score</p> <p># of the Role Model Men (RMM) trained to be mentors of EMB approach for gender equality</p> <p># of Male Action Groups (MAG) members mentored</p> <p># of Women leaders trained to be mentors of other women leaders on leadership skills</p>



Level	Global Indicators	Project Specific
		<p># of Women leaders Mentored</p> <p>Pathway 3: Connection to Global Markets</p> <p>Outcome 1: Farmer groups supported to attain certification and Linked to the global markets</p> <p># of farmer groups that have attained fair trade producer group certification</p> <p># of farmer groups linked to the global market</p> <p>Outputs.</p> <p>Number of selected PMGs with priority value chains trained</p> <p># of groups who obtained fair trade certification</p> <p># of farmer groups linked to the global markets, (disaggregated by level)</p> <p>Pathway 4: Government adopt the FFBS models</p> <p>Outcome 1: Recognition of the integrated Agricultural Extension Approach by MAAIF</p> <p>The Ministry of Agriculture, Animal Industries & Fisheries (MAAIF) by 2024 approves and adopts the integrated community led and market-based agriculture extension</p>



Level	Global Indicators	Project Specific
		<p>services (FFBS) into the National Agricultural Extension Strategy (NAES)</p> <p>Outputs</p> <p># of dissemination meetings on integrated agricultural extension approach</p> <p># of breakfast workshops for the development extension guidelines at national level</p> <p># of workshops for the commissioning of extension materials development</p> <p># of workshop on assembling of existing documents, materials, and approved research recommendations on the subject area (integrated agricultural extension curriculum)</p> <p># of workshops for the drafting of the extension materials at National level</p> <p># workshops with the MDAs for adding illustrations, vetting and pre-testing of the integrated agricultural extension curriculum</p> <p># of review meetings with key identified stakeholders for the validation and approvals</p> <p># of joint monitoring, reflection meetings with TWAGs on the implementation progress (National & district level)</p>



Level	Global Indicators	Project Specific
		<p># of exchange learnings within groups and key target individuals (secondments)</p> <p># of reports shared at the National and district forums in addition to periodical press releases and summaries</p> <p># of position papers, issue papers, policy briefs/guidelines, fact sheets to inform engagements of the curriculum</p> <p># of dissemination workshops for opportunities and periodic updating or review of the integrated agricultural curriculum</p> <p>Outcome 2: Inclusion of the integrated agricultural extension approach into the National and District Development Plans</p> <p>Integrated agricultural extension approach included in the National and District Development Plans</p> <p>Outputs</p> <p># of meetings to influence ministry planning and budget process at National level</p> <p># of meetings to influence planning and budget process at district level</p> <p>Outcome 3: Resourcing for the advocacy strategy for implementation at National and district level</p>



Level	Global Indicators	Project Specific
		<p>Amount of funds leveraged for scale up of the integrated agricultural extension services approach (FFBS)</p> <p>Output</p> <p>Amount of funds leveraged for advocacy</p> <p># of research papers, monitoring the implementation of the plan, analysis, and evaluation (evidence building)</p> <p># of biannual networks meetings with government at national and regional level</p>



Context and Rationale for Evaluation

Agriculture is a key sector in Uganda, contributing 21.9% to the GDP and employing 68% of the workforce. However, structural inequalities persist, with only 27% of registered land owned by women and limited market access for smallholder farmers. The FFBS model has demonstrated success in improving agricultural practices, food security, and women's economic participation. As the project concludes, an independent evaluation is required to assess its impact, effectiveness, efficiency, sustainability, and lessons learned to inform future programming and policy engagement.

Purpose and Objectives of the Evaluation

The evaluation aims to provide an independent, objective, and evidence-based assessment of the project's implementation, achievements, and challenges, using the OECD-DAC evaluation criteria as a guiding framework:

1. **Relevance** – Assess the extent to which the project design and interventions align with the needs of the target communities, national policies, and global best practices in sustainable agriculture, gender equality, and economic empowerment.
2. **Coherence** – Evaluate how well the project complements and integrates with other initiatives implemented by government institutions, development partners, and private sector actors in Uganda's agricultural and gender sectors.
3. **Effectiveness** – Examine the extent to which the project achieved its intended objectives, including improvements in agricultural productivity, economic sustainability, gender equality, and the adoption of the FFBS model by the Government and other stakeholders.
4. **Efficiency** – Assess the cost-effectiveness of project implementation, including the allocation and utilization of financial, human, and technical resources to deliver planned outcomes.
5. **Impact** – Evaluate the project's contribution to long-term changes in agricultural productivity, women's empowerment, market access, and policy adoption of the FFBS model, including unintended positive or negative effects.
6. **Sustainability** – Examine the likelihood of sustaining project outcomes beyond CARE's support, including the capacity of communities, local institutions, and government structures to continue implementing and scaling up the FFBS model.
7. **Lessons Learned and Recommendations** – Identify key lessons and best practices from the project's implementation to inform future interventions. Provide strategic recommendations for scaling up or modifying the FFBS approach to enhance its effectiveness and sustainability in Uganda.

Scope of Work

The evaluation will cover the full implementation period (**July 2022–June 2025**) and assess:

- Project relevance: Alignment with national policies, CARE's strategic goals and Gender framework, Parish Development Model Guidelines, National Agricultural extension policy and strategy for Uganda, the Food and Nutrition strategy, Gender policies and community needs.
- Project outcomes and impact: Changes in farm productivity, income levels, market access, women's empowerment, and community resilience.
- Effectiveness of FFBS: How the Farmer Field and Business School model contributed to achieving project goals.
- Women inclusion: Assessment of women's participation and benefits.



- Efficiency: Resource allocation, project management, and implementation processes.
- Sustainability: Institutionalization of best practices, community ownership, and policy linkages.

The evaluation should assess changes both **at the district level (Kyenjojo and Kyegegwa separately)** and at the **overall project level**, to inform both local government planning and national scaling. The consultant is expected to propose an appropriate sampling design that enables meaningful comparisons across the two districts and overtime.

Evaluation Methodology

A mixed-method approach will be employed, incorporating both qualitative and quantitative data collection techniques. The evaluation will include:

- Desk review of project documents, progress reports, and baseline data.
- Key Informant Interviews (KIIs) with project staff, implementing partners, government officials (MAAIF and DLG Representatives, and other stakeholders).
- Focus Group Discussions (FGDs) with project beneficiaries, particularly women farmers.
- Household surveys to measure changes in economic conditions and agricultural practices.
- Field observations to assess the sustainability of implemented activities.

The consultant is expected to adapt their tools and analysis framework to align with the project's Monitoring, Evaluation and Learning (MEL) framework and global indicator set. The evaluation must assess performance across all core outcomes and impact indicators, ensuring comparability with baseline data.

Learning Questions

The evaluation will generate evidence on FFBS effectiveness, gender-transformative impacts, resilience-building, scalability, and market linkages. These questions align with the project's goal of improving agricultural productivity, gender equality, and economic resilience while informing future programming and policy engagement.

1. Gender-Transformative Programming

- To what extent does FFBS contribute to gender-equitable and sustainable outcomes?
- How does FFBS compare to traditional extension approaches in promoting gender equality and sustainable agricultural practices?
- In what ways has FFBS influenced access to agricultural training, input provision, and capacity-building opportunities for women and men?

2. Resilience and Climate Adaptation

- How has participation in FFBS influenced farmers' and households' ability to manage shocks and adapt to climate change?
- What skills and knowledge are necessary for farmers to adopt cost-effective climate-smart agriculture (CSA) practices and sustainable livestock management?
- How effective are climate advisories and weather information in supporting FFBS participants in mitigating climate risks?

3. Sustainable Scaling

- What factors contribute to the successful and equitable scaling of FFBS, particularly for government adoption?
- How can accountability mechanisms be strengthened during FFBS scale-up to enhance sustainability and effectiveness?



- In what ways does the integration of FFBS within the Parish Development Model (PDM) influence ownership and replicability at the district level?
- 4. Contextual Adaptations for FFBS**
 - What adaptations are required to implement FFBS effectively among youth, and in humanitarian settings?
 - How can integrated farming approaches improve food security, increase farm productivity, and enhance the sustainability of food systems?
 - What adjustments to FFBS methodologies are needed to ensure inclusivity across diverse agricultural and socio-economic environments?
- 5. Market Linkages and Economic Outcomes**
 - What strategies and innovations effectively link FFBS participants to local, regional, and international markets?
 - What lessons can be drawn from experiences linking FFBS farmers to Fair Trade and Organic Markets?
 - What are the key enablers and barriers affecting market integration for FFBS farmers?
- 6. Institutionalization and Learning**
 - What factors influence the adoption and scalability of the FFBS model in different contexts?
 - What are the necessary steps to institutionalize FFBS within national and regional agricultural policies?
 - How effective are participatory evaluation approaches, such as Outcome Harvesting and Most Significant Change (MSC) stories, in capturing learning from FFBS implementation?

Expected Deliverables

The consultant/firm will be responsible for delivering the following outputs:

1. **Inception Report** – Detailed evaluation plan, methodology, tools, and timeline.
2. **Draft Report** – Presentation of preliminary findings for validation.
3. **Final Report** – Comprehensive analysis, key findings, recommendations, and conclusions (maximum 20 pages exclusive of appendices, preface and executive summary).
4. **Summary Report (1-2 pages)** – Executive summary highlighting key findings and recommendations.
5. **PowerPoint Presentation (PPT)** – Summary of key insights for dissemination.
6. **Infographic** – Visual representation of key evaluation findings.

Consultant Qualifications & Selection Criteria

The ideal consultant/firm should possess:

1. Technical Expertise

- Advanced degree (master's or PhD) in agriculture, rural development, gender studies, climate resilience, economics, or a related field.
- Demonstrated expertise in gender-transformative programming, climate-smart agriculture, rural finance, and market linkages.

2. Knowledge and Experience with Farmer Field Schools or any related community empowerment approaches in Agriculture.

- In-depth understanding of the Farmer Field and Business School (FFBS) model, including its methodology, implementation, and adaptation to various agricultural systems.



- Experience applying FFBS in Uganda or similar rural development contexts.

3. Experience in Evaluation and Research

- Minimum of 7 years of experience in conducting program evaluations and impact assessments in rural development, agriculture, or gender-focused initiatives.
- Proven track record of using mixed-method evaluation approaches (qualitative and quantitative).

- **Contextual Knowledge and Experience**

- Prior experience conducting evaluations in Uganda, particularly in the Southwest region.
- Familiarity with national policies on agriculture, gender equality, climate resilience, and rural economic development.
- Experience working with government agencies, NGOs, and private sector actors in Uganda's agricultural sector.

5. Data Collection, Analysis, and Reporting Skills

- Strong expertise in qualitative and quantitative data collection, including:
 - Household surveys, focus group discussions, and key informant interviews
 - Gender-disaggregated data collection and analysis
 - Use of statistical software (e.g., SPSS, STATA, NVivo, or R) for data analysis
- Ability to synthesize findings into clear, actionable insights and produce high-quality reports.

6. Communication and Presentation Skills

- Strong report writing, presentation, and stakeholder engagement skills.
- Ability to present findings to diverse audiences, including donors, policymakers, and community stakeholders.

Roles and Responsibilities

A. Role of the Consultant/Evaluation Firm

Upon award of the contract, the consultant or evaluation firm will be responsible for leading and executing all aspects of the endline evaluation in alignment with the ToR. The specific responsibilities include:

1. Evaluation Design and Methodology

- Develop and submit a detailed **Inception Report**, including evaluation methodology, tools, and sampling framework.
- Present the Inception Report to CARE Uganda and partners for feedback and incorporate revisions based on inputs received.
- Secure formal approval from CARE Uganda prior to commencing field activities – inform of an introduction letter.

2. Tool Development and Data Collection

- Design both quantitative (household survey) and qualitative (KII/FGD guides) data collection tools in line with evaluation objectives and learning questions.
- Share draft tools with CARE Uganda for review and integrate feedback before finalizing.
- Identify, hire and conduct training for enumerators and qualitative researchers, focusing on ethical standards, data collection tools and gender-sensitive approaches.
- Oversee and ensure quality data collection, including supervision of enumerators and data quality assurance during fieldwork.



- Develop/adapt data collection tools that comprehensively capture all agreed-upon indicators.
 - Clearly demonstrate how each tool maps to the project's indicators.
 - Ensure consistency in indicator measurement between baseline and endline for effective comparison.
- 3. Data Analysis and Reporting**
- Analyze quantitative and qualitative data, disaggregated by sex, age, location, and other relevant categories as deemed vital by the CARE team.
 - Submit a **draft evaluation report**, including structure, preliminary findings, and draft recommendations. Follow the CARE evaluation format.
 - Present draft findings to CARE Uganda and stakeholders for validation and feedback.
 - Revise the report based on feedback and submit a **Final Evaluation Report** in line with CARE's evaluation report quality standards.
- 4. Final Deliverables**
- Provide the following finalized outputs:
 - Final Evaluation Report (max 25 pages, excluding annexes)
 - 1–2–page Summary/Brief
 - PowerPoint presentation of key findings max 10 slides.
 - Infographic summarizing major results max 4 pagers
 - Clean datasets, codebooks, and analysis outputs in editable formats (e.g., Excel, SPSS/Stata, NVivo)
 - Ensure all deliverables are submitted on time and meet CARE's quality criteria and branding guidelines.

B. Role of the Project Team (CARE Uganda and Partners)

The CARE Uganda project team, including implementing partners and technical advisors, will play an enabling and oversight role to ensure the successful execution of the evaluation. Their responsibilities include:

- 1. Coordination and Support**
 - Facilitate access to project documentation, reports, baseline data, contact lists, and other relevant materials required for the evaluation.
 - Support logistical arrangements for fieldwork, including community entry, mobilization of respondents, and introductions to stakeholders.
- 2. Review and Quality Assurance**
 - Review and provide timely feedback on all draft deliverables including the Inception Report, tools, draft findings, and final report.
 - Participate in validation meetings and ensure appropriate stakeholder engagement in the review process.
- 3. Oversight and Supervision**
 - Monitor the evaluation process to ensure it aligns with CARE's quality and ethical standards.
 - Provide ongoing supervision to ensure gender sensitivity, safeguarding protocols, data quality, and inclusivity during fieldwork.
 - Address any field-level challenges in collaboration with the evaluation team.
- 4. Learning and Dissemination**
 - Lead internal and external dissemination of evaluation findings.
 - Use the findings and recommendations to inform future programming, policy engagement, and institutional learning.



Timeline & Budget

- **ToR Advertisement & Consultant Selection:** Within 15-30 days. This includes all the tasks from the solicitation process, to negotiation, and contract.
- **Evaluation Implementation:** To be completed within a max of 20 days.

Application Process

Interested firms/consultants are invited to submit:

- A **technical proposal** outlining their understanding of the ToR, methodology, and approach.
- A **detailed budget proposal** in line with the project scope.
- CVs of the evaluation team members highlighting relevant experience.
- At least **two references** from similar evaluations conducted.
- Sample of previous evaluation reports (if available).

Deadline for Submission: By TBD by procurement

Submissions should be sent to: uga.logistics@careuganda.zohodesk.com

Checklist to Assess and Evaluator’s Proposal

The table below outlines criteria that will be used to assess the completeness and quality of an evaluator’s proposal. The team commissioning the evaluation will use these criteria during the recruitment/contracting process for the evaluator or evaluation team.

Criteria to Assess the Completeness and Quality of an Evaluation Proposal	
Criteria	Details
1. Evaluation design and alignment with ToR	<p>Alignment with the evaluation purpose and questions</p> <ol style="list-style-type: none"> 1) : <ol style="list-style-type: none"> a) The type of evaluation methodology (e.g. experimental, quasi-experimental, non-experimental) b) The main focus of the evaluation (e.g. coherence, impact, sustainability, etc.). . c) The actors to be involved and their roles d) How the evaluation will answer the evaluation questions from the ToR e) How all the indicators required in the ToR will be measured, with the required disaggregation levels (sex, age, location, etc.) and comparability with previous measurements. f) How/If the evaluation will look at unintended outcomes, learning, failures. 2) There is mention to the limitations of the type of evaluation proposed. 3) The evaluation will examine gender aspects (e.g. impact by different groups, unintended consequences for different groups, etc.) <p>Primary data collection</p> <ol style="list-style-type: none"> 1) Clarity in sampling and fdata collection methods 2) There is mention to ethical elements and considerations for primary data collection



Criteria to Assess the Completeness and Quality of an Evaluation Proposal

Criteria	Details
	<p>Secondary data collection</p> <p>1) The sources for secondary data collection are well identified, even if not in full detail</p> <p>Deliverables and dissemination of results</p> <p>1) The evaluation proposal commits to all the expected deliverables from the ToRs, in the respective formats and for the respective audiences</p> <ul style="list-style-type: none"> a. The final evaluation document will follow CARE’s template and quality criteria for evaluation reports. b. CARE will have ownership of final data sets and the evaluator will share them in formats accepted by CARE c. The proposal clearly outlines other presentations or dissemination options, as per the ToR
<p>2. Evaluation plan with key activities.</p>	<p>1) A clear evaluation plan that fit within the proposed timelines.</p>
<p>3. Evaluation budget</p>	<p>1) The budget clearly outlines all necessary costs, for instance:</p> <ul style="list-style-type: none"> a) Professional fees of evaluation lead, technical experts, enumerators, translators, drivers, etc.) b) International and local travel c) In-country lodging and per diem d) Materials, or any other related costs (e.g., translators of the report, meeting rooms for presentations, etc.)
<p>4. Evaluation team</p>	<p>1) The composition skills and experience required are commensurate to the task (supported by CVs or profile of the evaluation firm)</p> <p>2) There is a clear description of the evaluation team and their roles</p>

END