

## TERMS OF REFERENCE FOR THE INDEPENDENT REVIEW OF THE FINAL EVALUATION OF THE ELF COCONUT SUGAR VALUE CHAIN PROJECT IN CENTRAL KALIMANTAN, INDONESIA

### 1. ABOUT THE ENHANCED LIVELIHOOD FUND

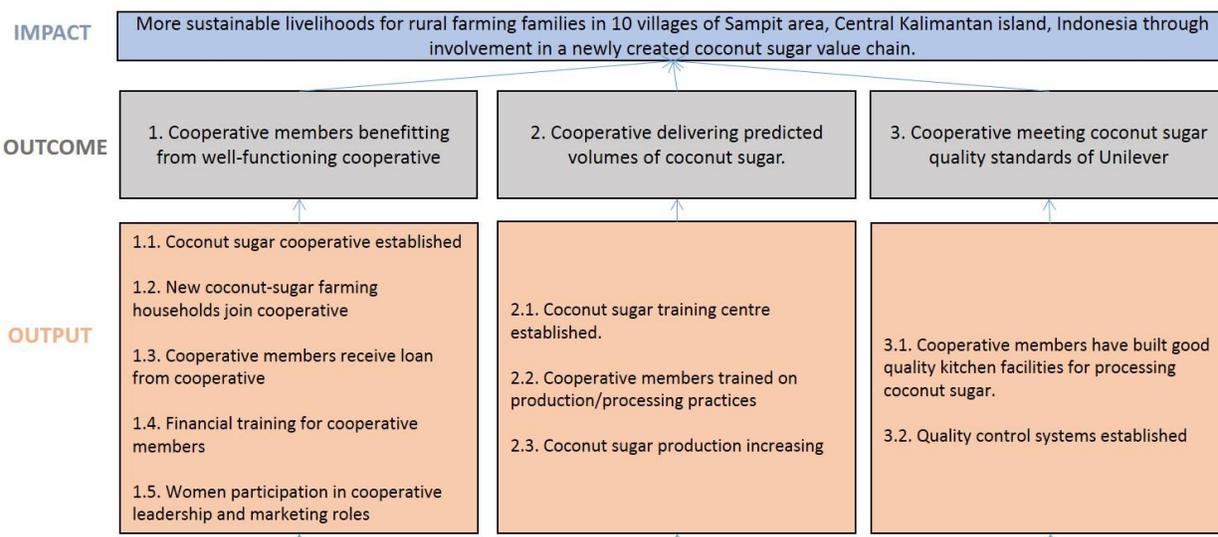
The Enhancing Livelihoods Fund (ELF) was established in January 2015 with support from Ford Foundation and Unilever. ELF provides finance for suppliers in Unilever’s supply chains to improve their social impact in sourcing from smallholders, empowering women in the supply chain and improving conditions for workers. These projects have a one to two-year life-span with the intention for scalability and/or replication after the end of the funding period.

Support to grantees should enable them to deliver projects and to learn from them. Grantee projects are expected to lead to results on the ground (positive changes in the lives of people affected) and in the supplier (learning, engagement, behaviour change), as well as between actors in the fund (relationship between smallholder and supplier; relationship between Unilever and supplier).

### 2. PROJECT OVERVIEW

In 2017, Puter Foundation was provided with an ELF grant to design & implement a new sourcing model in the coconut sugar supply chain in Sampit area, Central Kalimantan, Indonesia. The aim of this project was to enhance the livelihoods of communities through the development of a coconut sugar processing cooperative with two core objectives of: (1) increased & more sustainable income opportunities for local communities through a newly established coconut sugar supply chain; and (2) strengthening women’s importance in the coconut supply chain.

This project, implemented by Puter Foundation, proposed tailored interventions, including: creation of new business opportunities for people not yet involved in coconut sugar production to become coconut sugar producers; capacity building of local farmers on coconut sugar production and processing; strengthening women’s participation in the coconut value chains through targeted training; access to loans to build household kitchen facilities for coconut sugar processing; establishing a cooperative for improved producer coordination.



### 3. SCOPE OF THE INDEPENDENT REVIEW

With the project initially due to end in October 2019, the project was granted a no-cost extension until April 2020 to give Puter Foundation the time to use remaining funds and continue to try and find a viable business model for the cooperative that was established during the project. An external consultant was also hired by ELF to provide close oversight and regular contact with Puter Foundation and to provide guidance and planning insights at the AGM of the cooperative in January 2020.

Due to various factors the ELF coconut sugar project was not able to deliver impact to the extent anticipated during the design of the project. From an initial target of 360 households trained on coconut sugar production only approximately 80 households were reached. Of these approximately 30 are still actively producing coconut sugar. Anticipated volumes of coconut sugar have, therefore, also not been met resulting in the sugar being sold in local markets rather than the plan supply a Unilever manufacturing facility in Java.

Oxfam GB have recruited a consultant to conduct the final evaluation of the ELF funded and Puter Foundation implemented Coconut Sugar project. Due to current Covid-19 related travel restrictions, it is the intention that this evaluation will be conducted remotely using the existing documentation and remote interviews of key project stakeholders. The emphasis of the evaluation should be on encouraging the participating organizations to use the opportunity to reflect on what worked and what lessons they will take from the experience to improve their future interventions. For these reasons, a consultant that previously worked on the project has been hired to conduct the final evaluation due to their familiarity with the project and implementation area.

To ensure that an independent and objective approach is being taken to this evaluation we are looking for an external consultant to provide advice and oversight to the evaluation consultant and conduct a validation exercise of the evaluation's findings. This Independent Review Consultant will form part of the evaluation steering committee that will be made up of the representatives from Unilever, Oxfam GB, PTRMU and Puter Foundation. The Independent Review Consultant will be responsible for leading the following tasks and deliverables:

- Review of the ToR and Evaluation Consultant's proposal to assess the proposed approaches for the evaluation;
- Review of any data collection tools developed by the Evaluation Consultant and provide advice on data collection protocols to avoid bias;
- Regular calls with the Evaluation Consultant throughout the process to monitor progress;
- Review of some of the interview recordings with a sample of stakeholders;
- Review of the evaluation report along with the Evaluation Steering Committee;
- Attend the presentation of findings from the Evaluation Consultant;
- Holding separate calls with a selection of project stakeholders to validate specific evaluation findings, assess the objectivity of findings, and gather feedback on the evaluation findings.
- Write up of a short report to explain the processes undertaken in the Validation Review and an assessment of the independence and objectivity of the evaluation process and results.

#### 4. FINAL EVALUATION QUESTIONS AND INDICATORS

The final evaluation will need to respond to the following indicators and learning questions.

##### *Relevance*

- Perception of Puter Foundation, PTRMU and Unilever on the extent to which the project has contributed to organizational strategic priorities;
- What lessons can be learned from the establishment of the cooperative? What difficulties were encountered? What is the current functionality of the cooperative? How might the organization of farmers have been addressed differently?
- What lessons can be learned from the project design process?

##### *Effectiveness*

- Perception of buyers (Mentaya Sweet) on the consistency (quality and reliability) of coconut-sugar supplied by producers;
- Perceptions of trust between farmers and the cooperative and Puter Foundation.
- What are the reasons behind the slow uptake or participation from farmers in the coconut sugar supply chain in the project area?
- What are the characteristics of households that continued to produce coconut-sugar?
- To what extent did the loan scheme work? Was it effective as an incentive? What was the level of repayment and reasons for non-repayment?
- How effective was the extension period for delivering against agreed objectives?
- What was the capacity of Puter Foundation (and PTRMU) to deliver the project? Where could improvements be made?
- What was the capacity of the ELF coordination team to support the implementation of this project? How effective was the support provided? Where could improvements be made?

##### *Sustainability*

- Stakeholder mapping exercise: Puter, PTRMU, Cooperative, Mentaya Sweet etc.
- Assessment of the replicability and scalability of the tested models.
- What aspects of this project could be replicated or scaled-up by (1) Puter Foundation and/or PTRMU in the project area; (2) Unilever through other projects in the coconut-sugar supply chain in the region. What lessons/adaptations have been adopted and incorporated by these stakeholders?
- What are the sustainability prospects of the cooperative established during the project?

##### *Perspectives from participating farmers (depending on accessibility to respondents)*

- Perceptions of producers on the sustainability and profitability of income from coconut sugar;
- Estimated average (gross and net) income from coconut sugar production per household;
- Proportion of total household income contributed from coconut sugar crop;
- Perceptions of women on their participation in, and barriers to, coconut sugar production;
- Perceptions of recipients on their ability to manage loan repayments;
- Perceptions on farmers on their susceptibility to the economic and environmental risks of coconut sugar farming.

## **5. PROPOSED TIMEFRAME**

The assignment is expected to take approximately 5 days for the Independent Review Consultant.

The evaluation is due to be conducted by the Evaluation Consultant with an allocation of 15 days in June and early-July 2020. The Validation Consultant would need to be available for 5 days during this period, approximately 1 day per week.

## **6. BUDGET**

The budget for this Independent Review should not exceed USD \$3,500 and should include consultant's fees and taxes for approximately 5 days of work. Oxfam will pay 40% upon signing of the contract and 60% upon completion and transfer of the final report, subject to verification of quality by Oxfam GB.

## **7. HOW TO APPLY**

Proposals are invited from organizations and individual consultants with relevant experience. The proposal should outline the consultant's profile (including their CV/resume), proposed approach to the review and a clear budget. Proposals should be submitted to Alastair Stewart ([astewart1@oxfam.org.uk](mailto:astewart1@oxfam.org.uk)) by 9am UK time on Friday 29<sup>th</sup> May.