

International Coffee Partners & initiative for coffee&climate Assignment on Monitoring, Evaluation and Learning (MEL)

1. Introduction & Background

International Coffee Partners (ICP) was established in 2001 by leading coffee companies to *“improve smallholder coffee farmers’ livelihoods by making them more competitive, based on sustainable practices.”* Sharing their core values, these family-owned companies pioneered a highly innovative concept by forming a joint not-for-profit corporate venture.

In 2010, ICP started to assess options for addressing challenges posed by changing climate conditions in coffee regions together with the German development agency GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit). This cooperation became a driving force in the creation of the initiative for coffee&climate with the aim to develop a strategic, pre-competitive and supra-regional approach that responds effectively to climate change and its impact on coffee production and the livelihood of smallholder families in coffee regions supporting them to adapt. The initiative has been coordinated and implemented by the [Hanns R. Neumann Stiftung \(HRNS\)](#) since its inception in 2010.

The initiative for coffee&climate enters now a new program phase, integrating the International Coffee Partner (ICP) approach of strengthening coffee-based livelihoods. One of the key challenges for sustaining rural livelihoods is posed by climate change. These challenges can only be addressed through a transformational change in agriculture and land use systems in ways that maintain or restore ecosystem functions, conserve biodiversity, promote climate smart farming practices and bring mitigation benefits. Therefore, in the next program phase, coffee&climate will continue to improve the livelihoods of 80.000 additional coffee farming families. By implementing a comprehensive but very practical approach good agricultural practices, farm and household management, adaptation to climate change, development of farmer organizations, gender equality, intergenerational dialogue and skills enhancement of youth will be promoted. In addition to coffee, the diversification of production systems as a means of stabilizing cash flows, providing food security and conserving natural resources will be emphasized.

2. Purpose

The purpose of this study is to recommend a revised approach to monitoring, evaluation and learning for seven field level projects that is well documented and that makes sure projects keep track of project objectives as laid out in the result framework and the theory of change. The contractor shall accompany the implementation of the projects to advise on the implementation of the improved MEL system and support learning on project and initiative level.

3. Objectives

The purpose of this assignment is specified in the below concrete objectives:

1. Use available documents to suggest suitable Key Performance Indicators to monitor the progress in the core intervention components.

Field level projects have already developed own MEL systems and documented indicators and targets in a draft Project Indicator Matrix (PIM). While each PIM is project specific, all follow



the common coffee&climate result framework (see annex). The contractor shall review each PIM, other relevant project documentation and consult internal stakeholders to suggest KPIs for the initiative as a whole that allow for steering of the initiative, reporting to donors and satisfy external communication needs.

The KPI framework shall be presented at a virtual M&E workshop and be finalized according to the feedback and comments of participants.

2. Based on current documentation, revise the graduation approach for project beneficiaries of field level projects.

Due to its holistic approach, field level projects have different types of beneficiaries (farming families, farmer organizations, youth etc.). Each project has already defined draft concepts for a graduation approach to implementation: for each type of beneficiary there is a project specific definition of how much activity will be provided to each beneficiary to count him/her as trained. The expected direct outcome is also defined (graduation). Together with key HRNS staff, this concept should be refined by the consultant.

This refinement should take place in parallel to the development of the KPI framework (objective 1), that means first results should be presented at the virtual M&E workshop while the final approach will be presented based on the comments and the feedback by workshop participants

3. Suggest suitable methods to determine the influence of field level projects on the livelihoods of project beneficiaries.

There is a huge interest within HRNS and project partners to determine the contribution of its interventions to the improvement of livelihoods of project beneficiaries. Significant work in that direction has been undertaken, e.g. through progress surveys and external evaluations. As part of this assignment, the contractor shall suggest a strategy to assess core elements of the livelihood of project beneficiaries and how to determine whether the project had an influence on these aspects. The consultant shall suggest different assessment strategies and compare its costs and benefits (e.g. matched control groups / no control groups).

Additional considerations are:

- Benchmarking: the initiative would like to benchmark its performance against similar interventions (which shall be defined in cooperation with the contractor).
- Living income debate: as part of looking into the livelihoods of project beneficiaries, the initiative would like to determine how its projects influence participants ability to earn a living income and the role of coffee in that endeavour.
- Carbon sequestration: the initiative strives to develop a carbon offsetting and/or insetting mechanism that is tailor-designed to the requirements of smallholder agricultural systems and healthy coffee landscapes.
- Attribution gap: specific attention should be given to discuss different options in which the initiative can demonstrate its impact on livelihoods given the attribution gap between project activities and outcomes on the one hand and a need for cost-effective assessment methods on the other.
- Cost effectiveness: based on the revised MEL system, the initiative would like to be able to calculate the social return on investment of its intervention.

As part of this objective, the contractor shall suggest suitable additional external data collection activities (within the budget of this assignment) to complement the data collection undertaken



by field level projects. This additional data collection should assist the initiative in determining its impact on the livelihood of its beneficiaries. This objective builds on the program's KPIs (objective 1) but goes beyond it as it should provide a contextualization of the program.

4. Suggest ways of operationalising the above measures, including an effective MEL documentation system, a Quality Management System for MEL data and the revision of existing MEL tools.

The initiative wide KPIs shall be reported from the project offices to HQ in a regular manner (quarterly reports, annual reports) to feed into project progress reports and help steer the initiative. The contractor shall suggest a QMS through which the information flow is managed, and results are presented. This system shall also make sure that project results are internally discussed, action points are documented, and the initiative is set-up for continuous learning based on the created findings.

Each project has set up systems for electronic data collection and a process to aggregate part of this data on a global level is already in place. The QMS shall build on these efforts and improve them. ICT tools that are applied within the initiative include:

- COMMCARE applications to monitor project data in some regions
- SurveyCTO for survey data collection
- Usage of PowerBI and Tableau for data presentation. An Office 365 server for report distribution is available as well as a Tableau Server.
- A global data warehouse aggregating data on households, farmer organizations, youth and trainings for all projects.

The contractor shall assess the MEL tools in application to make sure these are suitable to reach the set objectives and fulfil the management information needs of the initiative.

While the evaluation of the project needs to be impartial and neutral, this part of the assignment should be carried out in close collaboration with the MEL department of HRNS to assure tangible results within the given budgetary framework of this assignment and to make sure that any new system builds on available institutional capacity and experience.

5. Train HRNS key staff members in virtual M&E training session to introduce the suggested results into project work.

The above deliverables constitute a significant enhancement of the MEL capabilities of the initiative and each individual field level project. The contractor shall organize virtual training sessions with key staff members on HRNS HQ level and in each project location to empower staff to use the new system. Additionally, on-demand screen-cast instructional videos should be produced to support the MEL activities.

All training sessions and videos shall be conducted in English language.

6. Throughout the duration of the program, perform an advisory role for country and global MEL coordinators to make sure MEL procedures are suitable to fulfil the set objectives.

While the above listed objectives relate to the first months of implementation, it is important that key staff members have the possibility receive advise and support in carrying out the required MEL activities. The contractor should be available for requests from the M&E manager of HRNS as a dedicated contact person.



7. Based on existing data, write a baseline, midterm and end-line report and present and discuss the project's progress via a virtual annual learning event.

Each project collects data related to its specific project activities and objectives which includes a baseline survey for each project. The contractor shall compose a joint baseline report based on the collected data. While data collection and quality assurance is the responsibility of each project, analysis of the data is to be conducted by the contractor. Parts of the data may have already been analysed by HRNS for other reports and purposes.

The baseline report should be written in English language and have not more than 40 pages. The document shall at least contain:

- An executive summary.
- Introduction to the program.
- Baseline results, including a table with baseline values to all relevant initiative KPIs.
- Analysis and discussion of baseline results.
- Findings and recommendations for the program.

The baseline should as much as possible take into account experiences from previous project phases where available. There should be at least one annual virtual event to check whether the MEL activities are on track and produce the desired results. This event should be used to suggest potential improvements to the MEL system and discuss how these could be implemented.

Additionally, a mid-term and an end-line report is expected by the contractor, again based on data collected by field level projects, based on the revised MEL system. Any additional data collection activities by the contractor should also flow into the midterm end-line report.

Similar to the baseline report, the mid-term and end-line report should be in English pages on not more than 40 pages and follow a similar structure. It should also contain recommendations for future program phases.

4. Scope of the Assignment

The program encompasses seven projects in the following locations:

Project Location	Project Objective
Brazil (Minas Gerais)	Improve the livelihood situation of 3,000 additional coffee smallholder families in the Matas region and provide them with better perspectives through the promotion of inclusive family farming businesses that apply climate smart production practices, piloting a circular economy approach on organic waste management, add value in the commercialization of coffee and other crops, create perspectives for youth in the coffee value chain, enhance gender equality at household and farmer organization level and form part of the development and implementation of well-coordinated landscape management plan.
Ethiopia (Amhara Region)	Improved livelihoods of 2,500 smallholder families in Amhara region through enhancing their production and value addition of coffee and



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	other crops in a sustainable way and addressing gender equality at all levels of the intervention.
Indonesia (Southern Sumatra)	<p>The goal of the project is to support the development of a resilient and sustainable smallholder coffee farming landscape in southern Sumatra.</p> <p>The overall project objective is to improve the livelihoods of 10,000 smallholder coffee farming households in southern Sumatra by enhancing the agronomic productivity, profitability, resilience and environmental sustainability of their farming systems.</p>
Tanzania (Songwe and Mbeya)	<p>Smallholder coffee families make use of their farmer organizations to sustainably improve their livelihood situation and their climate resilience while having empowered women and youth within these structures by the end of the project.</p> <p>The key target group of this project are 4,000 smallholder households which are organized in 27 Agriculture Marketing Cooperative Societies (AMCOS) in the Mbeya and Songwe regions. In addition, 390 young men will be encouraged to form 13 youth groups, which will be supported to address the special needs of youth in rural areas.</p>
Honduras (Ocotepeque, Copan, Lempira)	<p>Improve the livelihood situation of 2,500 families in the departments of Ocotepeque, Copan and Lempira and provide them with better perspectives through the promotion of inclusive family farming businesses that apply climate smart production practices, add value in the commercialization of coffee and other crops, create perspectives for youth in the coffee value chain, enhance gender equality at household and farmer organization level and form part of the development and implementation of well-coordinated landscape management plans.</p>
Uganda (Luwero Region)	<p>This project is intended to support the livelihood resilience of smallholder households by equipping them with knowledge and tools to effectively respond to the dynamically changing environment.</p> <p>The project will be implemented in the districts of Luwero and Nakaseke in 12 Cooperatives will be selected to participate in the ICP project that will reach approximately 5,000 households.</p>

5. Deliverables and Timeline

The following table describes the concrete deliverables expected from the contractor.

Objective	Deliverable	Deadline
KPI development	Facilitate virtual M&E workshop	March 2021
	Final KPI framework available	April 2021
Graduation approach	Discuss graduation approach based on document review at virtual M&E workshop	March 2021



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	Final graduation approach available	April 2021
Training	Initial Trainings conducted to all field level projects and HQ. Training materials are available	June 2021
Overall reports	Inception report discussed in virtual M&E workshop	March 2021
	Final inception report available	April 2021
	Baseline report available	August 2021
	Midterm report available	December 2022
	End-line report available	April 2024

6. Budget and Application guidelines

The assignment has an overall value of 150,000 EUR (gross). The budget includes all travel costs, HRNS shall assist with in-country logistics on potential field visits and meeting locations. Costs of project staff to participate in trainings or costs for project specific MEL activities (except for additional data collection activities done by the contractor as specified under the above objectives) are not part of the budget, within reasonable limits.

Interested parties should send a technical and a financial proposal to tobias.voigt@hrnstiftung.org. The proposal should include a proposed budget breakdown, including the assumed person-days per activity package.

The application deadline is **31.1.2021**. The selection process will be finalized 17.2.2021.

7. Expected Qualifications

The contractor's team is expected to have the following qualifications:

- Relevant academic degree (master level) e.g. in agriculture, rural development or business administration.
- A minimum of five years' experience and expertise in the field/sector of rural development and agriculture.
- The Team leader has conducted at least five evaluations in the last five years ideally in a relevant field.
- Knowledge of major coffee producing regions with focus on topics such as rural development and agriculture, farmer livelihood, coffee.
- Relevant working experience in project locations.
- Demonstrated experience in project cycle management and with quality management systems.
- Demonstrated experience with ICT technology and its application in MEL systems.

8. ANNEX - Result Framework

While each of the above-mentioned interventions has its own focus areas and operational plan, all of them are governed by a result framework, based on the major components of HRNS [Theory of Change](#)

Project Vision		Improve the livelihoods of coffee farming families by making them more competitive, based on sustainable practices.
Mid & Long Term Objectives:	1. Climate	Coffee farming families manage farms, organizations and ecosystems in a way that makes them resilient to climate change.
	Outcome 1.1	<u>Innovation</u> : Innovative ideas and tools for climate change adaptation and mitigation have been developed and are used.
	Outcome 1.2	<u>Dissemination</u> : Sector stakeholders (coffee companies, universities, research institutes, other NGOs) make use of tools and methods developed by c&c.
	Outcome 1.3	<u>Organisation</u> : A long-term self-financed c&c structure has been developed.
	Outcome 1.4	<u>Implementation</u> : Coffee farming families have the knowledge and tools to adopt climate smart agricultural practices, adapt their farms to climate change and optimize carbon emissions. (Farm Level)
	Outcome 1.5	<u>Implementation</u> : Coffee communities have environmental awareness, manage their ecosystems in a way that make them more resilient to climate change and optimize carbon emissions. (Community of Practice Level)
	Outcome 1.6	<u>Implementation</u> : A climate joint action plan involving all actors is in place. (Climate Smart Coffee Region Level)
	2. Family Business	Coffee farming families operating their farms as successful family businesses and thus improving their livelihoods.
	Outcome 2.1	<u>Implementation</u> : Coffee Farming families improve their income and are food secure.
	Outcome 2.2	<u>Implementation</u> : Coffee Farming families improve their farm management and are successful business people.
	Outcome 2.3	<u>Implementation</u> : Coffee Farming families have skills to become successful in business and family life.
	Outcome 2.4	<u>Implementation</u> : Coffee Farming families have acquired financial literacy and have access to affordable finance to develop their business.
	Outcome 2.5	<u>Implementation</u> : Coffee Farming families learn and apply good agricultural practices (including the safe use of agrochemicals).
	Outcome 2.6	<u>Implementation</u> : Coffee Farming families have a vision of how to develop their livelihoods and take steps to reach their family business vision.
	Outcome 2.7	<u>Implementation</u> : Household members learn and understand benefits and importance of gender equality.



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3. Farmer Organizations	Efficient and inclusive farmer organizations support coffee farming families in coffee regions to prosper.
Outcome 3.1	<u>Implementation:</u> Farmer organizations contribute to a competitive market.
Outcome 3.2	<u>Implementation:</u> Farmer organizations offer access to higher value markets and commercial partnerships characterized by trust and respect.
Outcome 3.3	<u>Implementation:</u> Farmer organizations have developed strategies to increase their climate resilience.
Outcome 3.4	<u>Implementation:</u> Farmer organizations have an influential voice and advocate for their members' interests.
Outcome 3.5	<u>Implementation:</u> Farmer organizations offer professional services to their members.
Outcome 3.6	<u>Implementation:</u> Farmer organizations are managed professionally, transparent and act in favor of their members.
Outcome 3.7	<u>Implementation:</u> Coffee farming families see an added value in being an active member of a farmer organization.
Outcome 3.8	<u>Implementation:</u> Farmer organizations are inclusive and promote female members to participate in the farmer organization and its leadership.
4. Youth	Young people take informed decisions about their livelihoods and acting as role models in their community.
Outcome 4.1	<u>Implementation:</u> Youth develop professional and business skills.
Outcome 4.2	<u>Implementation:</u> A structured process for generational change is in place on household and farmer organization level.
Outcome 4.3	<u>Implementation:</u> Youth are seen as important actors in coffee regions.
Outcome 4.4	<u>Implementation:</u> Youth learn and understand benefits and importance of gender equality.



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