
Terms of Reference



Subject: **Support Rikolto's mid-term review with strategic reflection and guidance**

Date: April 17, 2019

Deadline for submission: May 8, 2019

1. Context

Rikolto is an international NGO with more than 40 years' experience in partnering farmer organisations and food chain stakeholders across Africa, Asia, Europe and Latin America. Rikolto runs programmes in 14 countries worldwide through seven regional offices. We're a close-knit network of accessible and knowledgeable colleagues, willing to share experience and eager to inspire others. This network of Rikolto offices is supported by a global support team, which fulfils key advisory roles and offers shared services such as finance, monitoring & evaluation, people & organisation, communication and fundraising.

Rikolto's impact assessment framework covers all three levels at which the organisation strives for impact:

- ❖ Improved livelihoods of smallholder farmers (m/f);
- ❖ Improved business and organisational capacities of targeted farmer organisations;
- ❖ Improved institutional environment (public/private policies, regulations, etc.).

All Rikolto interventions have frameworks in which pathways of change are described along with relevant outcome indicators, which are updated on a yearly basis. These form the basis for half-yearly strategic reflections within each regional office and with partner organisations, which result in updates to the intervention strategies and target values.

Complementing these regular monitoring data and practices, Rikolto has developed a farmer survey to obtain more insight into the **livelihood of farmers**, such as production, commercialization and income figures, environmental sustainability practices, participation in the value chain, etc. At the level of **farmer organisations**, Rikolto uses SCOPE*insight* assessments to measure every 18-24 months their business and organisational capacities.

The current global [impact measurement framework of Rikolto](#) covers the five-year period (2017-2021) in which most of its interventions are inscribed:

2017: baseline measurement  2019: mid-term review  2021: end-line assessment

Considering the medium- to long-term timespan within which one can realistically observe changes at those levels, Rikolto will invest in a more rigorous assessment of its impact in 2021. During the mid-term review, the focus lies rather on measuring the effectiveness of its approach regarding the outcomes that are more closely connected to its intervention strategies (see Annex 1). The objective of the mid-term review is twofold:

- to feed discussions on the strategic orientation of Rikolto beyond 2021 (irrespective of who would fund that work);
- to orient the last two years of implementation of the 2017-2021 programmes funded by the Belgian government (13 country programmes).

Rikolto is looking for team composed of an international consultant (IC) and 7 local consultants (LC) to feed the mid-term review process with critical-constructive questions and guidance that can further and deepen the analysis and reflection of our colleagues.

2. Scope of work

- a. Methodological and logistical finetuning of both processes (the effectiveness review of Rikolto’s strategy based on accomplished 2017-2019 outcomes [all donors combined] and the mid-term review of the DGD-funded programmes), to be validated with the international PLA team (all regional and global M&E colleagues of the organisation) in Ghent, Belgium (June 20/21, 2019) [IC]
- b. In-person facilitation support of the strategic reflection meeting held by the regional offices in October 2019 (prior to the Beyond 2021 discussions at the November IMT & Board meeting): supporting the process (i) to connect expected target values with observed indicator values and with the pathways of change, and (ii) to assess the impact thereof on the overall strategy in view of the general objective of each programme [LC]
- c. Review of 9¹ draft 2019 strategic reports assessing the effectiveness of Rikolto’s general 2017-2021 strategy based on accomplished 2017-2019 outcomes [all donors combined], providing critical-constructive input on gaps in the effectiveness analysis and distilling cross-cutting strengths and weaknesses (first half of November 2019) [IC with input from LC’s facilitation of reflection discussions]
- d. Review of the draft mid-term analyses of the 13 DGD-funded country programmes, providing critical-constructive input on gaps in the effectiveness analysis (between September 2019 and mid-March 2020, depending on the timing of farmer survey and SCOPEinsight data collection in the respective countries) [LC with backstopping by IC]
- e. Provide recommendations on the exit strategy for the 13 country programmes based on good practices and challenges identified in the mid-term analyses (March 2020) [LC]
- f. Provide methodological recommendations to improve future effectiveness analyses, based on good practices and challenges identified during the consultancy (mid-April 2020) [IC with input from LC]

For the proposed accompaniment, we anticipate around 20 working days for the IC and between 10 to 15 working days for the LC (depending on the number of countries covered: regional offices cover from 1 to 4 countries).

Further information can be obtained from tom.vandensteen@rikolto.org.

3. Expected results

| Due date | Responsible | Deliverable |
|---------------|-------------|---|
| June 21, 2019 | IC | A global team (PLA team + international consultant) that is on the same page, with a clear definition of roles, responsibilities and communication channels related to this consultancy |

¹ 7 regional reports, covering Latin America, Belgium, West Africa, DR Congo, East Africa, Vietnam and Indonesia, and 2 cluster reports, covering our global work in rice and Food Smart Cities.

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| June 28, 2019 | IC | Fine-tuned methodological process and report templates |
| October 2019 | LC | In-depth discussions on programme strategy effectiveness, including forward-looking recommendations based on good practices and challenges |
| November 8, 2019 | IC | Critical-constructive written comments on the draft 2019 strategic reports |
| November 15, 2019 | IC | Succinct report summarising cross-cutting strengths and challenges of Rikolto's overall strategy |
| February 14, 2020 ² March 13, 2020 ³ | LC | Critical-constructive written comments on the draft mid-term analyses |
| March 28, 2020 | LC | One report per country with recommendations on the exit strategy for the 13 country programmes based on good practices and challenges identified in the mid-term analyses |
| April 17, 2020 | IC | Report with recommendations to improve future effectiveness analyses, based on good practices and challenges identified during the consultancy |

4. Required profile

We are looking for a team of 1 international consultant collaborating with 7 local consultants, with a healthy mix of women and men. The local consultants should be based in (one of) the country(ies) of the respective regional office:

- Belgium: Belgium
- DR Congo: Eastern DR Congo
- East Africa: Uganda, Tanzania
- Indonesia: Indonesia
- Latin America: Ecuador, Peru, Nicaragua, Honduras
- Vietnam: Vietnam
- West Africa: Benin, Burkina Faso, Mali, Senegal

Proposed local consultants are subject to approval of our regional offices. For regions where the IC does not have a reliable consultant in his network, the regional office can suggest suitable candidates.

The IC and at least half of the proposed LCs should have proven experience integrating a gender lens in their work.

5.1 Profile of the IC

- Expertise with effectiveness reviews and counterfactual analysis, preferably with farmer organisations and in food systems (min. 5 years)
- Solid understanding of change dynamics in food systems, agricultural value chains and farmer organisation capacity development (min. 5 years)
- Capacity to provide critical-constructive feedback and transmit methodological improvements
- Ability to write clear, realistic and relevant recommendations
- Professional fluency in English; at least a good passive dominion of French and Spanish
- Methodological affinity with Rikolto's [impact assessment framework](#)

5.2 Profile of the LC

- Expertise with effectiveness reviews and counterfactual analysis, preferably with farmer organisations and in food systems (min. 5 years)

² for Belgium, DRC, Indonesia, Tanzania, Uganda and Vietnam

³ for Burkina Faso, Ecuador, Honduras, Mali, Nicaragua, Peru, Senegal

- Solid understanding of change dynamics in food systems, agricultural value chains and farmer organisation capacity development (min. 5 years)
- Capacity to provide critical-constructive feedback and transmit methodological improvements
- Ability to write clear, realistic and relevant recommendations
- Professional fluency in the local language; working knowledge of English
- Methodological affinity with Rikolto's [impact assessment framework](#)

5. Selection process

5.1 Composition of the proposal

- ❖ Proposed methodology (max. 3 pages)
- ❖ Summary of relevant experience in relation to the described project for the IC and the LCs
- ❖ Estimated working days for each of the consultancy's aspects for the IC and the LC
- ❖ Daily fee (incl. VAT) for the IC and the LC
- ❖ Please note that there is insufficient planetary budget to pay for the IC traveling to the regional offices: such travels are therefore outside the scope of this consultancy.

5.2 Submission of the proposal

- ❖ Candidates are requested to submit their proposals (in English) to tom.vandensteen@rikolto.org by May 8, 2019.

5.3 Selection of the consultant

- ❖ We expect to identify the selected candidate in the second half of May and have a kick-off meeting as soon as possible afterwards.