
TERMS OF REFERENCE

FOR

**CONDUCTING AN END OF PROJECT EVALUATION
FOR ESTABLISHMENT OF SAEMAUL MODEL
VILLAGES (ESMV) PROJECT IN UGANDA**

AND

**DEVELOPMENT OF UGANDA NATIONAL RURAL
DEVELOPMENT STRATEGY (UNRDS)/ UGANDA
SAEMAUL UNDONG STRATEGY**

ASSIGNMENT 1: CONDUCTING AN END OF PROJECT EVALUATION FOR ESTABLISHMENT OF SAEMAUL MODEL VILLAGES (ESMV) PROJECT IN UGANDA

1.0 Background

Korea International Cooperation Agency (KOICA) was founded in 1991 with a mission to fight against global poverty. Since its establishment, KOICA endeavours to combat poverty and support the sustainable socio-economic development of its partner countries as Korea's dedicated aid agency. By doing so, KOICA establishes and strengthens friendly ties with developing countries. KOICA operates 48 field offices in Africa, Asia, Latin America, Middle East, North America and Europe.

Korea International Cooperation Agency (KOICA) together with Mpigi District Local Government have been jointly implementing the Establishment of Saemaul Model Villages in Uganda (ESMV) project from 2016 to 2018.

The purpose of the project was to demonstrate *Saemaul Undong* as a new rural development paradigm and inclusive and sustainable community model. Launched on April 22, 1970, the *Saemaul Undong*, also known as the New Village Movement is credited for the transformation of the rural South Korean economy using the principles of self-help, diligence and cooperation.

The ESVM project therefore, using the *Saemaul Undong* development model and *Saemaul Undong* principles, sought to establish one (1) model village in each of the seven lower local Governments (six sub counties and one town council) of Mpigi District.

The project targeted 1,078 households (total population of 4,765 people) in seven villages. The villages are; Kiwumu "A" in Kammengo Sub country, Kkumbya village in Buwama Sub County, Lukonge village in Nkozi Sub County, Lwaweeba village in Kituntu Sub County, Tiribogo village in Muduuma Sub County, Kololo village in Kiringente Sub County, and Nsamu village in Mpigi Town Council.

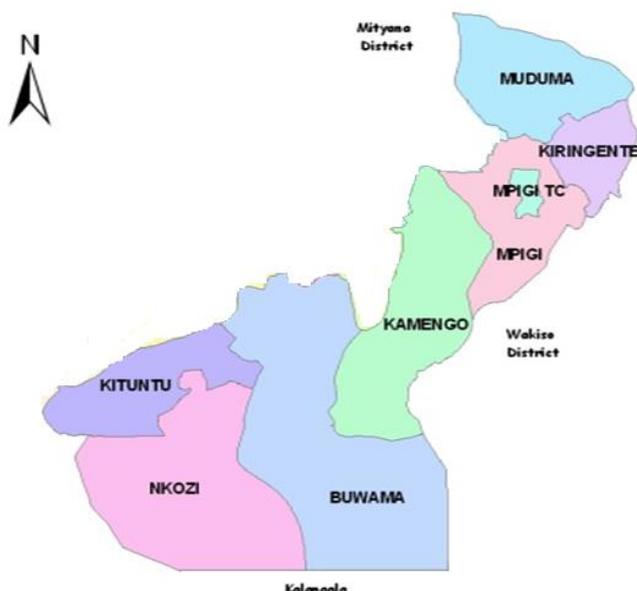


Figure 1: Map of the Project area

Village	# HH	Population
Kiwumu "A" Kammengo S/C	97	441
Kkumbya Buwama S/C	131	671
Kololo Kiringente S/C	249	1,023
Lukonge Nkozi S/C	77	426
Lwaweeba Kituntu S/C	129	666
Nsamu Mpigi T/C	171	682
Tiribogo Muduuma S/C	224	856
TOTAL	1,078	4,765

2.0 Project summary

2.1 Project Objectives:

The interventions of ESMV aimed to achieve the following objectives:

- i. Support the Government of the Republic of Uganda to achieve its strategic goal of unlocking rural growth in order to increase agricultural production, increase beneficiary farmers' income, reduce poverty, and improve living conditions.
- ii. Promote a community-based integrated rural development model following the Saemaul Undong (hereinafter referred to as the SMU) approach of the Republic of Korea (ROK) with a beneficiaries' mind-set of self-help, diligence, and cooperation.
- iii. Increase agricultural production and development-based marketing under the Project in an economically, socially and environmentally sustainable manner.
- iv. Strengthen the capacity of central and local government officials and the representatives of farmer organizations/cooperatives.

2.2 Expected Results:

The project set four (4) outcomes as follows:

Outcome 1: Increased social capital in the target villages

Outcome 2: Increased household income and agricultural productivity

Outcome 3: Improved living conditions and community infrastructure

Outcome 4: Improved governance among targeted villages

3.0 End of project Evaluation assignment details

3.1 Purpose of the evaluation

The purpose of the end of project evaluation is to assess the project's achievements against the set objectives, identify and document lessons learnt (including design issues, lessons and best practices that can be up-scaled or replicated), and quantify the project's contribution to the Government of Uganda's efforts vis-à-vis national development plan and vision 2040.

As an integral part of the project cycle, the evaluation will analyse the effectiveness, efficiency, relevance, visibility, impact and potential for sustainability of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results.

Findings from the evaluation are expected to be used by KOICA, the Ministry of local Government, Ministry of Agriculture Animal Industry and Fisheries, Ministry of Finance Economic Development and Planning, Mpigi District Local Governments and local communities who were the main beneficiaries of the project.

The evaluation is also expected to support learning among key stakeholders to inform the implementation of future project designs and also provide a evidence for the development of the rural development strategy for Uganda.

3.2 Objective and scope of the evaluation:

The main objective of the evaluation is to assess project implementation, including how the design of the project has impacted on implementation, results, relevancy, effectiveness, efficiency, sustainability, unexpected effects, and lessons.

The evaluation coverage will include the logic and underlying assumptions upon which the project was originally developed, and the implementation model that was actually used.

The subject of the evaluation will also include the project outcomes and outputs as well as the project processes by highlighting the results, challenges faced, lessons learnt, recommendations, and the impact on the targeted beneficiaries. The findings from this evaluation will be used where necessary to improve on design, implementation and management of future projects and interventions.

The evaluation will also cover:

- Project beneficiaries: Community members/direct beneficiaries from the model villages and Mpigi District Local Government.
- Project implementation Unit (PIU) and national level steering committee.
- Geographical coverage: *Eight (8) villages which include all the 7 model villages from the seven lower local governments of Mpigi as the intervention areas and Kwata Village in Muduuma Sub county as the control area.*

3.3 Evaluation Criteria and Questions

The evaluation will be informed by the **OECD/DAC criteria** of **Relevance, Effectiveness, Efficiency, Impact** and **Sustainability** but also cross cutting issues (gender, human rights, environment, PWDs, HIV/AIDS) and **visibility**. The evaluation will also identify factors (including project design) that affected project implementation and facilitated or impeded the achievement of objectives and attainment of results.

Evaluation questions:

In order to achieve the purpose/objectives of this evaluation, the evaluation should address the following questions:

- Assess the relevance and appropriateness of the project design to the achievement of project results as well as the National Development Plan II, Vision 2040. SDGs, KOICA Country Partnership Strategy (CPS) and beneficiary needs.
- To what extent have project key objectives, goal and project specific outputs and outcomes been achieved?
- What were the impacts of this project to the beneficiaries at all levels (individual beneficiaries, Villages, lower local governments and the district local government)?
- What relationships and partnerships were most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of different direct partnership arrangements of the project with stakeholders in delivering project objectives?
- To what extent were the project financial and human resources available and appropriately utilized? Appraise the value for money in the utilization of resources and timeliness in the achievement of project objectives?

- Assess the role of the project in contributing to cross cutting issues such as gender concerns/equality and the empowerment of women, Persons with disability, environment and human rights.
- What project sustainability measures were put in place and what factors are likely to affect project sustainability? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

The evaluation should provide well formulated lessons and recommendations to inform the Development of Uganda Rural Development Strategy (UNRDS) and future implementation of rural development interventions in Uganda. The final evaluation report will include examples of good practices from other projects within the focal area, country and region.

N.B: The consultant should demonstrate understanding of the evaluation questions using an evaluation matrix and in respect to the **OECD/DAC criteria**.

3.4 Evaluation Approach and Deliverables

The evaluation shall provide evidence based information that is credible, reliable and useful. The lead consultant will identify and/or work with a support team. The support team will be justified in the evaluation approach and methodology to be used. The consultant will ensure the deliverables are realized.

The evaluation team will conduct desk review of all relevant sources of information including documents prepared during the preparation phase, the project design report, project reports including annual, quarterly and monthly reports, project budgets and revisions, monitoring reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

The evaluation team is expected to follow a collaborative and participatory approach ensuring close engagement with the project team, Mpigi district local government staff, other government agencies, the KOICA Country Office, technical advisers, and other key stakeholders. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing arms such as Village *Saemaul* Committees and Sub Committees, PIU, Project Support and Coordination Unit, Project Steering Committee, academia, Ministry of Local Government and Mpigi District Local Government etc. Additionally, the evaluation team is expected to conduct field missions to selected project target areas where the evaluation team should be able to meet the project beneficiaries and conduct site verification.

The evaluation will be facilitated by KOICA and undertaken in a highly participatory manner using appropriate appraisal techniques, interviews with key informants, focus group discussions with primary and secondary beneficiaries of the project are recommended for validation of results and outcome in the field.

Expected key deliverables and schedules:

The following deliverables/products are expected from the evaluation team within the following timelines:

- i. **Detailed inception report** and meet the KOICA and district team within five (5) working days after contract signature.
- ii. Field data collection and document review will be undertaken within ten (10) working days after approval of the inception report.
- iii. Prepare and present draft report within ten (10) working days; the consultant shall after field data collection, clean, enter, analyse, prepare and a make a presentation of the draft report at a validation workshop to be held in Mpigi District.
- iv. **Final report** within five (5) working days after the validation workshop using the template below. The consultant shall make a presentation of the final report at a stakeholder's workshop to be held in Kampala.



Evaluation Report
Template.doc

- v. Submission of field tools, evaluation data sets, and other evaluation documents. This will be done during the submission of the final report.

The assignment is expected to be completed in **30 working days**.

ASSIGNMENT 2: DEVELOPMENT OF UGANDA NATIONAL RURAL DEVELOPMENT STRATEGY (UNRDS)/ UGANDA SAEMAUL UNDONG STRATEGY

1. Background.

The Project for Establishment of *Saemaul* Model Villages (ESMV) in Uganda is one of the several bilateral development cooperation projects between the Governments of the Republic of Korea and Uganda. The purpose of the project is to demonstrate *Saemaul Undong* as a new paradigm and model for inclusive and sustainable rural and community development based on the experience of the Republic of Korea. *Saemaul Undong* which literally means “*New Village Movement*” is a successful rural development model that focuses on empowerment of communities to effectively take part in their development processes with strategic guidance from the government.

The four year project which ends in December 2018, is implemented in accordance with a Memorandum of Understanding (MoU) signed by KOICA on behalf of the Republic of Korea, and the Ministry of Finance, Planning and Economic Development (MFPED) on behalf of Uganda. The MoU in its Appendix part 5; Work Scope of the Project, section D Component 4 provides for establishment of a rural development strategy akin to *Saemaul Undong*, to accelerate and expand the process of rural development in Uganda.

An independent consultant to undertake the End of project evaluation for the ESVM Project will also develop Uganda’s National Rural Development Strategy, alternatively called “*Saemaul Undong* strategy”.

2. The Scope of the Uganda National Rural Development Strategy (UNRDS) (*Saemaul Undong* Strategy)

The UNRDS will be developed drawing lessons and experiences learnt during implementation of the ESVM Project, as well as other *Saemaul Undong* initiatives such as the Integrated and Sustainable New Communities (ISNC) implemented by MoLG and UNDP, the Ambassador’s Cup Completions under the Embassy of S. Korea and similar interventions by the Uganda *Saemaul Undong* Centre.

The independent consultant to undertake the final evaluation of the ESVM project will also analyze the past rural development interventions, the existing status of Uganda’s rural development initiatives as well as available relevant reference materials. Additionally, the best practices from other countries and more so especially the Republic of Korea will be recommended with a view to formulate a customised Rural Development strategy for Uganda.

3. The Overall Objective of the National Rural Development Strategy

The overall objective of the National Rural Development Strategy is to provide a Policy framework that will facilitate and guide an integrated and coordinated implementation of all sector policies that focus on the development of rural communities. In particular, it will guide

the implementation of Poverty reduction interventions and create a development environment that will enable rural communities to achieve sustainable livelihoods. The National Rural Development Strategy will thus identify short and medium term priorities that will support the goal of sustainable rural livelihoods. It will contribute to attainment of Uganda`s national long term vision 2040, “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”.

4. Activities to be undertaken by the consultant:

- i. Examine and review the current Policy and Institutional framework for Rural Development in Uganda and other relevant available literature with a view to identify gaps;
- ii. Objectively examine and asses the ESMV Project and other *Saemaul Undong* Projects in Uganda with a view to identify the best practices and lessons.
- iii. Recommend the best practices and lessons from the ESMV project and other Rural Development interventions from regional and overseas countries including S. Korea.
- iv. Clearly identify detailed roles and budget plans for the key stakeholders in Uganda`s Rural Development Strategy; Central Government ministries and agencies, Districts` and Lower Local Governments, Village committees as well as International Development Partners and NGOs.
- v. Develop an integrated and customised Rural Development Strategy to guide the development initiatives in the rural areas of Uganda.
- vi. In Liaison with KOICA, conduct a consultative workshop for the development of UNRDS involving key national and international stakeholders.
- vii. Organise an official launch of UNRDS based on approval of MFPED, KOICA and MoLG.

5. Deliverables.

- An Inception report, detailing Consultant`s understanding of the consultancy, Outline of study methodology, proposed sources of information, implementation process, timelines, deliverables and an outline of the study team members stipulating their roles and responsibilities.
- A draft and final report on the assignment for review by the relevant stakeholders
- A draft copy of the UNRDS
- Final copy of the UNRDS
- List and contacts of government and Non-governmental key stakeholders reached.

N.B: This assignment will be conducted concurrently with the project evaluation and extra 10 days after completion of the evaluation will be considered for the completion of the strategy.

6. Contents of the Uganda Rural Development Strategy (UNRDS)



Contents of the
UNRDS.docx

OTHER GENERAL TERMS FOR BOTH ASSIGNMENTS

1.0 Management and supervision of the assignments

The consultant shall report directly to the KOICA Uganda Country Director or an individual designated by the KOICA Uganda Country Director on all contractual obligations and all the key deliverables of the assignment as stated in the Terms of Reference.

Responsibilities of KOICA

The **KOICA ESMV** Project implementation Unit (PIU)

- i. Providing the Terms of Reference for the assignment and relevant ESMV Project documents.
- ii. Mobilizing the target stakeholders for the study
- iii. Obtaining all necessary permission from authorities to conduct the End of project evaluation study

Responsibilities of the Consultant

The consultant will have overall responsibility for the work and operation of the evaluation. The consultant is responsible and accountable for the production of the key deliverables of the assignment including the following:

- Review of documentation to be provided by the project (implementation/monitoring reports etc.);
- Conducting fieldwork and interviewing of stakeholders, national and local government officials, and the beneficiary communities to generate authentic information and opinions;
- Writing and compilation of inception, draft and final reports as needed;
- Presentation of key findings highlighting achievements and constraints, documenting the key lessons learnt and making practical recommendations to decision makers and stakeholders;
- Presentation of the final report and strategy to stakeholders
- The selected consultant will be expected to conduct him/herself according to the expected ethical standards

2.0 Qualifications and experience of the consultant

In order to conduct the assignment, KOICA seeks the services of a competent Consultant with the following;

Qualifications of the National Consultant

- i. Master's degree(s) in Evaluation, Statistics, agricultural sciences, social sciences, community and rural development or related field.
- ii. Possession of a PhD is an added advantage

Interested individual consultants must submit the copies of their academic documents as evidence of their qualifications.

Experience of the National Consultant

- i. At least 10 years of proven professional experience in Planning, design and management of both qualitative and quantitative surveys.
- i. Demonstrated skills in development of survey tools and survey data quality assurance.
- ii. Experience working with international, national and lower local government stakeholders.
- iii. Demonstrated expertise and experience on conducting end of term evaluation of programmes/ projects and other strategic Programme documents.
- iv. Familiarity with integrated/multi-sectoral development projects in the field of rural development in Uganda, either through managing or evaluating donor-funded projects;
- v. Experience in participatory research processes especially community action research and research in development
- vi. Experience in developing strategies and frameworks for institutional operations
- vii. Proven experience in institutional engagement and transformation analysis
- viii. Documented experience of developing national strategic documents.
- ix. Publications at both national and international level.
- x. Strong management, organizational, and communications skills.
- xi. Willingness to undertake regular field visits.
- xii. Proficiency in data analysis software such as SPSS and STATA.

3.0 Intellectual Property

KOICA shall, solely and exclusively, own all rights in and to any work created in connection with this agreement, including all data, documents, information, copyrights, patents, trademarks, trade secrets or other proprietary rights in and to the work. The consultant is not allowed to post or publish (electronically or in print) any project related information without the explicit permission of KOICA.

4.0 Payment terms and schedule

Payment shall be effected by Electronic Funds Transfer (EFT) after presentation of an invoice by the consultant as per the following schedule.

- 40% of the contract sum after presentation and approval of acceptable inception reports for the two assignments.
- 20% of the contract sum after presentation of an acceptable end of project draft report
- 20% of the contract sum after presentation of an acceptable draft Rural Development Strategy (UNRDS).
- 20% of the contract sum after presentation of the an acceptable final report and final Rural Development Strategy

5.0 Evaluation Methodology

Evaluation of bids from consultants shall be done using **Quality Cost Based Selection methodology** with quality parameters taking 70% of the score and cost taking 30% of the score. Bidders shall also be required to make a presentation of proposals for both assignments I and II to a panel conducting the evaluation of bids.

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and;
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:
 - Technical criteria weight; - 70%;
 - Financial criteria weight; - 30%.

Only candidates obtaining a minimum of 60 points will be considered for the Financial Evaluation

Technical Criteria for shortlisting bidders – Maximum 70 points

- Relevant qualifications: 10
- A minimum of 5 years relevant work experience: 15
- Relevant experience in the evaluation of technical assistance projects: 30
- Familiarity with integrated rural development projects in Uganda: 15

HOW TO APPLY

Individual consultants that meet the requirements for conducting both assignments should submit prepare **Technical** and **Financial** proposals using the guidelines below.

Technical Proposal:

- a. Brief description of why the individual considers him/herself as the most suitable for the assignments
- b. The technical proposal should detail how the consultant will, execute the assignments including a clear description of the methodology, work plan, evidence (copy of completion certificate or contract) of experience from similar assignments.
- c. CV of the consultant, indicating all past experience from similar projects, as well as the contact details (email and, telephone number) of the Candidate and at least three (3) professional references.
- d. The technical proposal should also include updated curriculum vitae of all secondary staff involved who will undertake the work, clearly indicating their roles on the assignment, qualifications and experience and commitment that the service provider will be entirely engaged if the consultancy is awarded.

Financial Proposal

- a. The financial proposal should include breakdown of level of effort to conduct the survey, expected consultancy fees, reimbursable expenses and all applicable taxes for both assignments.
- b. The currency of evaluation shall be **United States Dollars**. For quotations in any other currency, conversion shall be based on the **Bank of Uganda** exchange rate of on the **closing date of receipt of proposals**.

NOTE: ONE INDIVIDUAL CONSULTANT IS REQUIRED TO IMPLEMENT BOTH ASSIGNMENTS WITHIN 40 WORKING DAYS

Individual consultants that meet the requirements should submit **Technical** and **Financial** proposals **SEPARATELY**. The envelope containing the Technical proposal should be marked “**Technical Proposal**” while the envelope containing the financial proposal should be marked “**Financial Proposal**”. Both proposals should then be enclosed and sealed in one envelop and be delivered to the address below **not later** than **3rd August 2018**.

*The Country Director,
Korea International Cooperation Agency,
2nd Floor, Mariba House,
Plot 17 Golf Course Road, Kololo
P.O Box 37636,
Kampala*

PROPOSED TIMELINES

	Activity	TIMEFRAME											
		July	August			September			October				
1	Approval of Procurement Process	■											
2	Request for proposals		■										
3	Evaluation of proposals			■	■								
4	Contracting consultant				■	■							
5	Inception Reports for assignment I &II					■	■						
6	Field data collection						■	■	■				
7	Data analysis and presentation of Draft report								■	■	■		
8	Final Report											■	
9	Document review and collection of data for the development of the strategy							■	■	■	■	■	■
10	Preparation and presentation of the draft strategy											■	
11	Preparation and presentation of the final rural development strategy												■
12	Dissemination of the evaluation findings and launch of the rural development strategy												■